

UNITED STATES OF AMERICA GENERAL SERVICES ADMINISTRATION

DATE 4-17-78 NUPUR. UA National Perconnel-Records Center (Civilian Personnel Records)

111 Winnehago Street

St. Louis, Missouri 63118

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Thomas Keenan (LA)

Dear Tom.

Please accept ny appreciation for an assignment well done as a member of the FY 1977 GS-13 Evaluation Board.

Your full-time service with the Board represents a major contribution to the Directorate's Program of personnendations, career development, and other matters have been

I believe you will find on return to your regular duties that this time spent with the Board has broadened and sharpened your own focus on the personnel aspects of more than ever our need for carefully and candidly written

Sincerely,

Deputy Director for Operations

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1 9 MAR 1975

MEMORANDUM FOR: Deputy Director for Operations

SUBJECT : Appointment of Mr. Thomas J. Keenan as Chief, Mexico and Central America Branch

1. The appointment of Mr. Thomas J. Keenan as Chief of Our Mexico and Central America Branch, a GS-15 position, effective in June 1976 is recommended. Mr. Keenan would replace Mr. Jack F. Mathews who is presently Chief, Mexico Branch.

2. Mr. Keenam has been an employee of the Agency since May 1957, and is currently attending the Army War College. His biographic profile and two most recent fitness reports are attached.

Richard S. Sampson Chief Latin America Division

Attachments
Blographic Profile
Fitness Reports
Photograph

The recommendation in paragraph 1 is (JAPPROVED

Deputy Director for Operations

2.7 Noval 1976

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MEMORANDUM FOR: Deputy Director for Operations

SUBJECT:

Recommendation for Promotion to Grade GS-15 Thomas J. Keenan

1. Wil Division recommends that Nr. Thomas J. Keenan be promoted to 65-13.

2. Mr. Keenan has been serving as COS, Kingsten since October 1973. He was selected for this important position as a result of the high level of performance turned in by him in his previous field tour as Deputy Chief of Station. Lima. In Kingston he has inherited a Station in which, because of circumstances beyond control of Agency personnel, the incumbent faces enormous operational and circumstantial difficulties. The Ambassador was declared persona non-grata last summer and concomitantly both the attitude of the local security services with which we conduct liaison and the attitude of Jamaican personalities of import has become increasingly hostile. Nr. Keenan thus faces a great challenge in rebuilding operational activities practically from scratch. In spite of the short time in which he has been in place he is off to a premising start and has already demonstrated the qualities of leadership and imagination which we expected of him. He has shown soundness in directing his two subordinate officers and in counseling them on how to achieve desired objectives in specific operational situations. He has likewise maintained excellent relations with the acting principal officer who in turn has shown himself to be a strong supporter of the Station's efforts.

3. It is noteworthy that Mr. Keenan has been able to maintain the Station's morale at an acceptable level in the face of the extremely difficult law and order situation in Kingston where personnel must live in constant daily fear for the well-being of their dependents.

SEURET EVES CLLY

SECRET EVES OULY

6. This Division believes that the performance of Mr. Keenan in this initial period of his first experience as Chief of Station amply justifies the confidence and trust placed in him when he was chosen to occupy that

David A. Phillips Chief Western Hemisphore Division

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26 JUL 1973

NENDRANDUM FOR: Director of Central Intelligence

THROUGH

: Deputy Director for Operations

SUBJECT

Appointment of Mr. Thomas J. Keenan as Chief of Station, Kingston, Janaica

1. The appointment of Mr. Thomas J. Keenan, GS-14, as Chief of Station, Kingston, Jamaica, a GS-14 position, effective on or about 1 September 1973, is recommended.

2. Mr. Keenan has been an employee of the Agency since May 1957; and is presently assigned as Departy Chief of Station; I ma, Peru, a GS-15 position. He has also served overseas in Mexico City and Bogota; A biographic profile; including information regarding his Agency experience and training; and the two most recent fitness reports are attached. There is no foreign language requirement for assignment to Kingston.

David A. Phillips Chief. Western Hemisphere Divysion

Attachments Blographic Profile (Parts 1 & 2) Eltness Reports Photograph

SUBJECT: Appointment of Mr. Thomas J. Keenan as Chief of Station, Kingston; Jamaica

The recommendation in paragraph 1 is (APPROVED ()DISAPPROVED

The recommendation in paragraph 1 is ()APPROVED ()DISAPPROVED:

Output

Director of Central Intelligence

Date

Date

Date

LIMITED OFFICIAL USE

THE WHITE HOUSE

June 12, 1972

Keenan, Komes J.

MEMORANDUM FOR JIM LUDLUM

SUBJECT: COURTESIES EXTENDED BY GIA PERSONNEL
DURING MY RECENT TRIP TO LATIN AMERICA

I want to thank you most sineerely for the courtesies extended by your Station Chices and other personnel during my recent visit to Latin America.

Without exception, your people were most gracious and helpful.

They were also forthright with respect to both their activities and their problems in dealing with the narcotics target.

It was quite apparent that you and Ted Shackley have succeeded in conveying to the field the message about what the Agency is supposed to be doing in the drug field.

If the appropriate occasion should arise, I would appreciate your conveying my appreciation to Messes. Horton, Kiyonaga, Reife, Keenan, Thayer, Dickens and Millian.

Walter C. Minnick

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23 (25 1971)

MEMORANDUM POR: Deputy Director for Plans

SUBJECT

Appointment of Mr. Thomas J. Reenan, GS-14, as Deputy Chief of Station, Lina, Peru

1. The appointment of Mr. Thomas J. Keenan, GS-14, as Deputy Chief of Station, Lima, Peru, effective on or about 15 October 1971, is recommended. Mr. Keenan would replace Mr. Charles B. Dickens.

2. Mr. Keenan has been an employee of the Agency since May 1957. He is currently assigned as an operations officer in Bogota. Mr. Koenan has also served a tour in Mexico City. He has an excellent command of the Spanish

3. A biographic profile, including information concerning his Agency experience and training, is attached.

Western Hemisphere Division

1 Attachment Biographic Profile (Parts 1 & 2)

The recommendation in paragraph is APPROVED.

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17 JUL 1967

MEMORANDIM FOR: Chief, Records and Control Division

Bxecutive Secretary, Homor and Merit Awards Board FROM

SUBJECT Custody of Honor Avard presented to Mr. monas J. Keenan

Because of security restrictions, the Honor and Merit Awards Board is acting as custodian of the subject's Honor Award and related papers listed below: Certificate of Merit

When security restrictions no longer prevail, the Awardee may obtain his award by calling the Executive Secretary.

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Distribution:

Original - Subject's OP File 1 - C/Support Start/WE

1 - HMAB Case File 1 - HKAB Custody File

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Supplement to Staff Employee Personnel
Action for Integration of Mr. Thomas J. Kennan
Effective May 3, 1967

The purpose of this memorandum is to call your attention to existing policies which are particularly material to you while you are integrated and to set forth certain rights and obligations which are incident to your status as an appointed employee. It is hereby agreed and understood that:

- 1. As an employee of this organisation, at the present grade and salary of CS-12A-111.685, per annua, you will accept cover employment with another instrumentality of the Government (bereinsfler referred to as your cover facility") effective as of May 3 1067. Tou will, insorar as consistent with your basic responsibility to this organization, abide by all the rules, regulations, practices and policies of your cover facility, in order to appear as a conventional member of that establishment. Your appointment to your cover facility is being effected at PSR-BK and salary of Alimental per annual you are prohibited, except as specifically authorized herein, from retaining smoluments paid by your cover facility.
- It is understood and agreed that the minimum period of your overseas tour of duty is governed by and coincident with the prescribed tour of duty of your cover organization. Currently, your prescribed tour consists of a period of the years from the date of your arrival consists of a period of the ves-s from the date of your arrival at your overseas post of duty. Your assignment may be terminated earlier for the convenience of this organization and the length of your tour of duty, as currently specified, may be unlikturelly changed by this organigation in order to conform with subsequent changes in the prescribed tour of your cover facility. If you request termination of your overseas assignment solely for your own convenience, unless it is for circumstances that are considered by this organization to be beyond your control or if you are terminated for cause under the regulations of this organization before you have completed the minimum period of dervice prescribed above from the date of arrival at your overseas post of duty, you will not be entitled to return travel or transportation for yourself or your dependents to the United States at Covernment expense. If you request termination of your overseas assignment solely for your own convenience, unless it is for circumstances that are considered by this organization to be beyond your control or if you are terminated for cause under the regulations of this organization before you have completed one (1) year of service from the date of your arrival at your overseas post of duty, you will be required to reimburse the Covernment for all of its expenses for your travel and transportation, and that of your dependents, from the continental United States to such overseas post of duty.

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- 3. Trivel to your post of duty oversons and your return travel to the United States; as well as travel performed overseas which is consistent with your cover designation, will normally be at the direction of your cover facility. Each travel will be accomplished in conformance with applicable regulations of your cover facility except when you are directed for operational reasons to perform travel in accordance with the regulations of this organization.
- 4. Salary and (except as provided in paragraph three (3) above) allowances paid by your cover facility shall be retained by you to the extent that they are less than or equal to the salary and allowance payments due on the basis of your grade level with this organization. If such cover payments are less than the amount due, the difference will be credited to your payroll account with this organization. If such cover payments exceed the amount due, the overage will be remitted to this organization at designated intervals, presently.

 Computations hereunder will be made on the basis of the aggregate gross due and received provided, however, that in computing remittances for everage Federal and, if applicable, District of Columbia income taxes withheld by your cover facility against the overage may be deducted. To easure timely securacy in your payroll account with this organization you are expected to immediately report cover facility payroll changes.
- 5. Your status as an employee of this organization will continue in full force and effect during your period of duty with your cover facility and you will continue to be entitled to all rights, benefits and employeements of such status. Certain variations in procedure will be required, however, to preserve the security of your cover position.
 - a. Upon integration into your cover facility, you will continue to be covered by the provisions of the Civil Service Retirement Act, as amended, and at your personal expense you will be subject to payroll deductions for retirement purposes (now six and one-half per cent) on the basis of your cover salary or your salary from this organization, whichever is the greater.
 - b. If you receive taxable income from both your cover facility and this organization, necessary adjustments for Federal, and if applicable, District of Columbia income tax surposes will be made in conformance with instructions received from this organization.
 - c. Consistent with your cover activity, you will continue to be responsible for compliance with the rules and regulations of this organization.
 - d. You are not assured upon the completion of your period of duty with your cover facility of any status with your cover based on your services performed with that organization at the request of this organization.

e. All annual and sick leave which is accrued to your credit at the time of integration will be transferred to your cover facility. While integrated you will be permitted annual leave, sick leave, home leave, and leave without pay in accordance with the regulations of your cover facility in lieu of the leave benefits of this organization. Upon completion of your integration your accrued annual and sick leave will be transferred to your credit with this organization. If security conditions require that your cover facility make a lampsum payment for accrued annual leave, you will be required to pay the gross amount thereof to this organization including any income takes withheld by your cover facility.

6. You will be required to keep forever secret this agreement and all other information which you may obtain by reason bereof, unless you are released in writing by this organization from this obligation. Taletton of such secrety may subject you to criminal prosecution under the Explorage Laws, dated 25 June 1948, as amended, and other applicable laws and regulations. The termination of your employment with this organization will not release you from the chilgation of any security cath you may be required to take.

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1 March 1967

MEMORANDUM FOR: Secretary, GSCS Panel, Section &

SUBJECT

Recommendation for Promotion: Thomas J. Keenan

The promotion of Mr. Thomas J. Keenan to GS-13 14 strongly recommended. Mr. Keenan embodies the principal qualities of the all-around operations officer. He is intelligent, perceptive and analytical. He quickly grasps the essentials of a problem. He is aggressive, very industrious, and always works offectively. His field experience consists of two fours of duty in Mexico where he began as a junior case officer and developed rapidly to the point where he was handling an extremely heavy load of important and complex cases. He operated against Soviet Bloc and related targets, ran support projects, surveillance teams, and technical operations. The experience he gained was broad in nature. Also involved was the supervision of up to 30 people, including other officers and indigenous personnel and agents. Mr. Keenan himself responds extremely well to enlightened supervision and is quick to profit from the guidance of his supervisors.

- 2. For the past two years Mr. Keenan has worked on the FI
 Staff of the WH Division providing supervision and guidance for
 FI/Cl activities of the Division. He has been most effective in this
 role which requires dealing on a day-to-day basis with officers,
 many of whom are senior to him.
- 3. He participated as the Number 2 man on a Headquarters Task Force supporting the President's visit to Mexico last year. His work was highly effective. Nr. Keenan demonstrated a thorough knowledge of Headquarters' procedures and an ability to get things done. Mr. Keenan will shortly be assigned as

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Operations Officer to Bogota, Colombia where there are targets of an increasingly serious nature requiring highly professional operational approaches.

S. Based on his experience and proven ability demonstrated by sound accomplishments as a case officer and as a Headquarters staff assistant, Mr. Reenan is regarded as having superior potential. It is recommended that he be promoted to GS-13.

William V. Brue

Chief

Western Hemisphere Division

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S-E-C-R-E-T CENTRAL INTELLIGENCE AGENCY WASHINGTON, D.C. 20505

TO : Thomas Keenan

SUBJECT: TDY in the Dominican Republic

Host of you who went down to the Dominican Republic departed with so much speed and so liftle cersmony that there was no elms to explain the importance and urgency of your assignments. Now that you have served there during the crisis, the importance of the task needs no embellishment from us, but you should know that the contribution of the augmented Station was decisive in shaping the policies and actions of the government and in avoiding several major mistakes. For weeks after the April revolution, our Station reporting was literally the only source of information that the United States had on the role of Communism among the rebel forces and on conditions outside the capital.

Many fine things were done in the Station and in the hinterland by all of you. Manning the check-points under fire, flying to remote and hostile villages, moving tons of supplies through the gauntlet of the communications line, toiling over midnight reports, and keeping open our country's only commo link — all these things were commonplace. The dedication, discipline, and routine of our personnel placed them in a class apart.

To the sense of pride and accomplishment you must already feel, I want to add the gratitude and admiration of the DDP and of the Agency.

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Richard Holms
Deputy Director of Central Intelligence

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30 JUL 1964

MEMORANDUM FOR: Socretary, CSCS Panel (Section B)

SUBJECT

Recommendation for Promotion to Grade GS-12 Mr. Thomas J. Keenan

to GS-12. It is recommended that Thomas J. Keenan be promoted

2. Mr. Keenan is thirty-four years old and has been with the Agency since 1957. While in grade as GS-11 only for the past year or so, he has been performing at a level even higher than the proposed GS-12 for more than three years, supervising the activities of up to twenty-five agents including a GS-13 contract agent.

3. The following quotation from the latest annual fitness report represents the best justification for this request:

"Subject's duties and responsibilities involve management and supervision of some of this Station's most successful and most sensitive operations. The fact that Subject has responsibilities comparable to any officer up to four grades higher than his speaks for the trust COS has in him and for his continued exceptionally proficient performance."

Desmond FitzGer/Fld
Chief
Western Hemisphere Division

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DISPATCH PROCESSING ACTION SECRET Chief, Wi Division MARKED FOR DISHAM NO INDEXING PEQUAND CAN MOOF DISEXUE Chief of Station, Perico Ciff Bependent Daughter May J. Kura ACTION REQUIRED REFERENCES This is to amnounce the premature birth of Carol Jame on 7 May 1964. Mother and daughter are doing well. Distribution: 3 - WID! CRESS RULAENCE TO 1557-4581 19 Nav 1964 CL ASSURCATION HC & FILE PANEED SECRET

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29 December 1960

MEMORANDUM FOR: Secretary, CS/CS Panel (Section C)

SUBJECT

Recommendation for Promotion to Grade 03-10

- 1. Thomas J. Remain entered on duty with CIA on 20 May 1957 as a Junior Officer Traines. He was assigned to WH Division for a one year tour effective 6 January 1958 and was changed to staff employee on 25 January 1939. He served ably as operations officer on the Miceraguan and Costa Rican dask. Since 3 February 1960 he has been an Operations Officer at the Mexico City Station.
- 2. Eseman is equipped intellectually and emotionally to do fine work, and his potential for a good career is high. He is alert and conscientious. He takes on new tasks readily and accomplishes his objectives with thoroughness and dispatch. He is enthusiastic and imaginative. He gets on well with his co-workers and is highly motivated. Keenan always makes a good impression and works diligently. He is a very pleasant individual; interested and cooperative; and gives promise of being a sound intelligence officer.
- 3. The above recommendation has been submitted previously under the dates of 12 August 1959, 5 January 1960 and 30 June 1960. An efficiency report from the Marico City Station dated 12 December 1960 states that Mr. Keenan is an unusually effective case officer and is making an outstanding contribution to CIA operations in that area. This report further indicates that Keenan has been assigned duties which would normally be performed by a much senior officer and has carried them out in a most commendable manners.
- 4. On the basis of his qualifications and past performance, it is recommended that Mr. Keenan be promoted to Grade OB-10.

R w King Fr.
J. C. KING Fr.
Chief.

Western Hemisphere Division

## APPLICATION FOR MEMBERSHIP IN THE CAREER STAFF

To the Chief, KUBARK

Siri

I submit herewith my application for membership in the Career Staff defined below:

The Career Staff is a group of carefully selected and trained individuals who accept an obligation to devote themselves to the needs of the Organization, and who intend to make a career with the Organization."

In accordance with this definition; I desire to devote myself to the faithful performance of duty in the Organization, and Laccept the obligations and conditions of that service which are determined to be essential to the furtherance of its mission.

I am aware of the many restrictions necessarily placed upon me by virtue of the security requirements inherent in my employment by the Organization. I am also aware that as a member of the Career Staff, it will be my obligation to serve anywhere and at any time and for any kind of duty as determined by the needs of the Organization and I have been assured that in order to carry out this policy, full consideration will be given to my particular capabilities, interests, and personal circumstances. By virtue of this application for membership and upon my acceptance in the Career Staff, I am assured that, with continuing satisfactory work performance and conduct on my part, just and equitable attention will be accorded my personal progress during my tenure in the Career Staff. I am also assured that, on my satisfactory completion of any assignments, I will be offered reassignments which are compatible insofar as possible with my abilities and career interests, and that I shall be entitled to the benefits now available of to be made available in the future to members of the Career Staff of the Organization.

MEMBERSHIP IN THE CAREER STAFF APPROVED, TO TAKE EFFECT 2 011

FOR THE CHIEF, KUBARK EXECUTIVE DIRECTOR KUBARK SELECTION BOARD Eligibility Date: 20 May 1960

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30 June 1960

MEMORANDUM FOR: Secretary, CS/CS Panel (Section C)

SUBJECT

Recommendation for Promotion to Grade GS -10 Nr. Floras J. Keenan

1. Thomas J. Leenan entered on duty with CIA on 20 May 1957 as a Junior Officer Traines. He was assigned to WH Division for a one year tour effective 6 January 1958 and was changed to staff employee on 25 January 1959. He served ably as Operations Officer on the Micaragus and Costa Rica Deak. Since 3 February 1960 he has been an Operations Officer at the Mexico City Station.

- 2. Keenem is equipped intellectually and emotionally to de fine work, and his potential for a good career is high. He is alert and constientions. He takes on pew tasks readily and accomplishes his objectives with theorogeness and dispatch. He is enthusiastic and inaginative. He gets on well with his co-workers and is highly motivated. Keenen always makes a good impression and works diligently. He is a very pleasant individual, interested and cooperative, and gives promise of being a cound intelligence officer.
- 3. The above recommendation has been submitted previously under the dates 12 August 1959 and 5 January 1960. The manufacture of 5 January 1960 added that since 12 August 1959 Mr. Keeman's performance continued to be of a high caliber. Although Subject's personnel file contains no evaluation yet of his work at the Maxico City Station, the Headquarters Section Chief, who visited the Station in April 1960 observed that Subject was doing arcellant work.

it is recommended that Mr. Keenan be promoted to grade GS-10.

. C. KDEO

Western Hexisphere Division

5 January 1960

NEMORANDUM FOR: Secretary, CS/CS Panel (Section C)

BURJECT

Recommendation for Promotion to Grade 68-10 Mr. Thomas J. Keenan

1. Thomas J. Keenan entered on duty with CLL on 20 May 1957 us a Junior Officer Trainee. He was assigned to MH Division for a one year tour effective 6 January 1958 • d was changed to staff employee on 25 January 1959. He has rec. ly been assigned as Operations Officer on the Bicaragua and Costa Rica Desk.

- 2. Keenan is equipped intellectually and emotionally to do fine work, and his potential for a good career is high. He is alert and conscientious. He takes on new tasks readily and accomplishes his objectives with thoroughness and dispatch. He is enthusiastic and imaginative. He gets on well with his co-workers and is highly motivated. Keenan always makes a good impression and works diligently. He is a very pleasant individual, interested and cooperative, and gives promise of being a sound intelligence officer.
- 3. The above recommendation was previously submitted under date of 12 August 1959. Since that date Mr. Keenan's performance has continued to be of a high caliber. He is now undergoing additional training for his assignment to the Mexico City Station in Pebruary 1960.

4. On the basis of his qualifications and past performance, it is recommended that Mr. Keenan be promoted to grade GS-10.

J. C. KING 6

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Western Hemisphore Division

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12 August 1959

MEMORARDUM FOR: Secretary, CS/CS Panel (Section C)

SUBJECT: Recommendation for Promotion - Thomas J. ERMAN

1. Thomas J. Keenan entered on duty with CIA on 20 May 1957 as a Junior Officer Trainee at CB-7. He was assigned to MI Division for a one year tour effective 6 January 1958 and was changed to staff employee on 25 January 1959. At present he is assigned as Operations Officer on the Micersqua and Costa Rice Deak.

- 2. Essuan is equipped intellectually and emotionally to do fine work, and his potential for a good career is high. He is alert and conscientious. He takes on new tasks readily and accomplishes his objectives with thoroughness and dispatch. He is enthuskestic and imaginative He gots on well with his co-workers and is highly motivated keenen always makes a good impression and works diligently. He is a very pleasant individual, interested and cooperative, and gives promise of being a sound intelligence officer.
- 3. On the basis of his qualifications and past performance, it is recommended that Keenan be promoted to grade G8-10.

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Dosk Reportings WHATICO

JOT's Specific Duties Nows Presently in training

G3 Level of the tork to thich He is Assigned: Prior to present training assignment his work assignments on the Paxican desk yathed from a GS-3 to a GS-7 level GS level of His Performance: GS-7 For How Long: Approximately two months

The Quality of the Lora He Performs During his short period on the Mexican desk Mr. Keenan's performance was excellent. Attituces:

- (a) Toward His lor : Excellent
- (b) Toward his Associates (Does He Gut Along Vell with People?): Excellent, he gets along extremely weel with his associates.
- (c) Toward the Agency (Caroor): Excellent

Supervisory Ability (17 demonstrated): NA

what do You estimate His Growth Potential To Bo? On what he demonstrated in a short period of time in Keenan should rapidly develope into a valuable employee with a high potential.

Figure for him: Upon completion of his present training he will be reassigned to WH/Paxico for opproximately one year of desk training.

Lould You Concur in a Recommendation That He Be Promoted?

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To Cordera 4 June 1958 REQUEST FOR PERSONNEL ACTION 1. Serial No. 2. None (Lost-First-Middle) 3. Die CA Buth 4. Vet Pref. 6. CS . EOD KEENAN, Thomas J. 30 06 27 8. CSC Raine 9. CSC Or Other Lagel Authority SCD Do: D. A. LCD 13. 7 PREVIOUS ASSIGNMENT 14. Organizational Designations Code 15. Location Of Official Station DDS/OTR Station Code Junior Officer Trainee Corps Washington, D.C. 16. Dopt. Field 17. Position Title Uelia. 18. Position No. 19. Serv 20. Occup. Series JOT U 748.16 œ 21. Grado & Saop 0090.01 22. Selwy Or Rose 23: \$0 24 Date Of Gods | 25 PM Die 26. Appropriation Num 1 L660 31 8-7507-20 ACTION. 27. Nature Of Action Code 28. EH Dois 29. Type CA Employee Code 30: Separation Date Do Y PROMOT IOH 641515 PRESENT ASSIGNMENT 31. Organisational Designations Code 32. Location Of Official Station Station Code DDS/OTR Junior Officer Trainee Corps Washington, D.C. 33. Dops.: Field 34. Position Title 35. Position No. 36. Serv. 37. Oceup. Series JOT-U 748.15 CS 0090.01 41. Das Of Gods | 47. PSI C. s 51410 Mo SOURCE OF REQUEST 8-7507-20 A. Requested By (Name And Title) C. Request Approved By (Signature And Title) Willet L. Eccles C/JOTP للسكداء مختلف /حم وع 3. For Additional Information Call (Name & Tolephone Ext.) Henry L. Berthold x4331 MATTER EATED Director of Training CLEARANCES Clagranca Signature A. Career Board Octo Clediance D. Placement Dete B. Pos. Control C. Classification F. Approved By 18 offile action was considered and approved by the OTR/CSS on 3 June 1958.

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**35** May 1958

## PARRATIVE STATES IT FOR THE PROPORTOR OF THOMAS J. KEETIN

- L. After attending 10C and IT, in unich be ared, excellent grades, Keenan was placed on an interim basis with WE/Spain for four works. He then entered 133 Training, where he age in did excellent works. No then was placed for three worths with the CT/ICD he had evinced interest in CE work before he was assigned for on-the-deak training with MI/3. On 3 March he entered OC and will raturn to MI/3 woon the completion of this course. Interim evaluation from OC shows that Keenan has four satisfactory grades. Throughout his training, formal and on-the-deak, Keenan has been computed: "alert with definite potential for CE work a thorough and inchartious on the Maxican deak performance was accellent gets along extremally well with associates attitude toward Agency excellent should repidly devolop into a valuable caployee with high potential a very pleasant yours man, interested and cooperative gives promise of being a cound intelligence officer."
- 2. There is one other JOT under the supervisor. He is GS-9 and replaced subject, doing the same work, when subject left for GC. Subject's Spanish is not go well developed as that of the GS-9 JOT; otherwise there is little difference in their production.
- 3. On the CI Staff subject's performance was appart to that of other JOT's under the superviser. During him time on the Cost with other JOT of higher graces was at a level comparable to that of one other JOT of higher grace.
- 4. Reenen care to the JOTP with a good college record and excellent experience as officer-in-charge of wirty officers and enlisted men in a Mary commications center. Mis rank was Lt(12). No has a fair working knowledge of Spanish. To date he has shown high motoration, rampts. Fillty, and an intelligent approach to his job.
- 5. Keepen has hed no opportunity to demonstrate enjorvisory
  - 6. Wil concurs in this promotion.
  - 7. It is recommended that Keench be promoted from GS-7 to GS-9.

1 C/H/1

14 January 1958

C/Junior Officer Training Program/IR

Attachment of Junior Officer Trainee THEMAS J. KERHAN

- 1. As agreed by Mr. Brady of your Civision and Mr. O'Gara of the Jor Progress, Jor Thomas J. Keenan is attached to MR/1 for a one-year tour effective 6 Jamery 1958. Administrative instructions are attached. At the conclusion of this tour, we will decide mutually whether or not to continue this attachment.
- 2. The purpose of this co-the-job tour is to train Keenen in Hendrianters procedures and the daties of a Hendrianters case officer, the ultimate objective being to propere his for an overseas assignment
- Je It is understood that after a 507 has been attached to the deak for six months as a trainee, the supervisor will provide C/JOTP with a critical evaluation of the subject's performance in those elements listed in paregraph ?.
- i. Keenan has attended ICC and ITC. It is understood that be will attend the Operations Course beginning 3 Narch. The JUTP will consider supporting any additional training mecasiary for Keenan's enticipated assignment.
- 5. Please send to the C/JOTP as quickly so convenient an outline of the activities the Jof will pursue as suggested by the appended sample. It is unierateed that the program for the JCT is flexible and may be eltered from time to time to meet your operating needs, after consultation with the Jor Program.

FOR THE DIRECTOR OF TRAINING

Attachments: 3

WILLET L. ECCLES

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Mr. Thomas J. Keenan 42 East Pollett Street Fond du Lac, Wisconsin

Dear Mr. Keenan:

This will confirm your entrance-on-duty date of 20 May 1957 with this Agency at Grede GS-7, salary \$4525.00 per annum.

Your permanent employment will depend upon the completion of the following processing at the time of entering on duty: taking the oath of office, signing a loyalty affidavit, participating in a final security interview and completing a medical examination which will include determination of physical health and emotional stability. Should anything of an unfavorable nature arise during this period, your employment will not result in a permanent appointment.

Please report to the Receptionist at Curie Hall at 8:15 a.m. and ask for Nrs. Anna L. Phillips on 20 May 1957. Curie Hall is located at the intersection of 23rd Street, Independence Avenue, and Ohio Drive, S. W., with entrance on Ohio Drive.

Under existing Agency regulations we are not authorized to bear the expense of moving yourself, your dependents or your household goods from your present address to Washington, D. C.

The gross salary quoted will be subject to deductions for Federal income tax and 63 percent for the United States Civil Service Retirement Fund. In addition, the benefits of low-cost group life insurance are available to Federal civilian employees. The enclosed pamphlet

outlines the features of the program and lists the amount which will be deducted from your salary each pay period for this term insurance. This insurance is not obligatory. However, if you do not wish coverage, which is automatic, you should sign a Valver of Life insurance Coverage form at the time you enter on duty.

You will not receive a pay check for approximately four weeks after your entrance on duty. However, arrangements may be made for a temporary loan with a financial institution if necessary.

Very truly yours,

G. M. Stewart
Director of Personnel

Enclosures (2)
Life insurance Pamphlet
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Mr. Thomas John Keenan 42 East Follett Street Fond du Lac, Wisconsin

Dear Mr. Keenan:

We are pleased to inform you that your application for employment with this Agency has been reviewed with interest by appropriate officials and that actual processing has been initiated for a position at Grade GS-7, salary \$4526.00 per annum.

Your final appointment is dependent upon a number of factors including character and reference investigations, and other processing procedures. You may be sure that this processing is being accomplished as rapidly as possible.

Please notify us of any changes in your present status such as change of address, employment, marital status, etc. If it should develop that you cannot accept the position, please let us know immediately. If you have any questions concerning your application, please do not hesitate to get in touch with us. Your future correspondence or inquiries should be directed to the attention of Mrs. Anna L. Phillips.

Members of this Agency are entitled to the regular United States Government leave and retirement benefits. Our salaries conform to the rates prescribed by Congress for United States Government agencies.

Thank you for your cooperation and patience during this waiting period.

Very truly yours,

G. M. Stewart
Director of Personnel

OP/CORRES/bis(Phillips)

4 Warch 1957

Mr. Thomas John Keenan 42 Eart Follett Street Fond du Lac, Wisconsin

Dear Mr. Koenan:

This will confirm your recent telephone conversation with a member of my staff.

We have scheduled the necessary interviews and preemployment medical examination, which will include determination of physical health and emotional stability, for you on Wednesday and Thursday, 13 and 14 March. We ask that you call Mr. Henry Eerthold on Executive 3-6115, extension 4331, on the morning of 13 March to arrange an interview for that afternion. Please report to our Medical Office which is located on Central Building, 2430 E Street, N. W., at 8:30 a.m. on 14 March.

This is not an offer of employment, but your transgortation expenses from Fond du Lac to Vashington, D. C., and return will be borne by the Government. You will also be paid a per diem allowance in lieu of subsistence during the time you are in travel status. First-class travel is authorized. If you so choose, travel is authorized by privately-owned automobile, the total cost not to exceed the cost of travel by common carrier. If you travel by air or rail, it is requested that you retain the ticket stubs to support the reimbursement voucher. You will not be reimbursed for expenses incurred for several weeks after your visit.

Thank you for your interest and cooperation.

Very truly yours,

G. M. Sewart
Director of Personnel

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## 4 February 1957

Mr. Thomas John Keenan 42 East Follett Street Fond du Lac, Wisconsin

## Dear Mr. Keenan:

Your application for employment with this Agency is presently under active review. Appropriate members of our staff will determine whether we have a position available for a person of your qualifications. Although we cannot predict the length of time needed for this review, we will make every effort to expedite a determination. Should there be unavoidable delays in reaching a decision, we shall do our best to keep you as fully informed as possible regarding the status of your case.

In the meantime, if you should have any questions, feel free to get in touch with us by mail. We ask your patience and assure you of our desire to make the review period as short as is compatible with the careful evaluation to which we feel each case is entitled.

Very truly yours,

G. M. Stewart
Director of Personnel

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42 East Follett St. Fond du Lac. Wisconsin January 3, 1957

Mr. L. H. Gage Box 201 Madison, Wisconsin

Dear Sir

I have been recently released from active duty with the U.S. Navy, and am interested in obtaining information as to my qualifications for a career position with CIA. Although I do not hold a Master's Degree, I feel that my experience and interest make your consideration of my qualifications worth—while. Any arrangements you may care to make regarding a personal interview will be acceptable to me.

Sincerely,

Thomas J. Keenan

TJK:nk

Ocherselfal 1-7 with suggestion to come to like Age: 26

Married: no children | Height: 5'11" Weight: 175

Job Interest

Career position with the Central Intelligence Agency.

Education

Public High School. Graduate of Marquette University, Class of 1953 with B. S. Degree in Liberal Arts. Majors in English and History. Grade transcript furnished upon request.

Military status

Veteran. U. S. Navy 3 years, 4 months. Graduate of Officer Candidate School. Duty generally in Communication and administration billets. Background Investigation completed 31 August 1954 by DIO Third Naval District. Last billet held was that of Officer in Charge, U. S. Naval Radio Station, Beavertail Point, Rhode Island. Released from active duty, November, 1956, as Lieutenant Junior Grade.

Hobbies and Interests

Sports: tennis and golf; reading, and informal discussions.

References

Furnished upon request.

Interview

At your convenience.

## CENTRAL INTELLIGENCE AGENCY WASHINGTON 25, D. C.

Applicant Information Sheet No. 1

To all persons applying for employment with the Central Intelligence Agency:

This paper is the first step in applying for employment or consultant status with the Central Intelligence Agency. No application may proceed beyond this first step if the applicant is not in agreement with the conditions stated below:

## General Considerations:

- 1. The Nutional Security Act of 26 July 1947 (Public Law 253, 80th Congress) which created the Central Intelligence Agency places upon the
  - a. "to advise the National Security Council in matters concerning such intelligence activities of the Government departments and agencies as relate to the national security;
  - b. "to make recommendations to the National Security Council for the coordination of such intelligence activities of the departments and agencies of the Government as relate to the national security;
- c. "to correlate and evaluate intelligence relating to the national security, and provide for the appropriate dissemination of such intelligence within the Government....
- d. "to perform, for the benefit of the existing intelligence agencies, such additional services of common concern as the National Security Council determines can be more efficiently accomplished
- e. "to perform such other functions and duties related to intelligence affecting the national security as the National Security Council may from time to time direct."

The special character of this national responsibility requires the Agency to maintain correspondingly special employment criteria which may be different from the routine or normal employment standards of other Government departments and agencies which do not have the highly sensitive responsibility borne by the Central Intelligence Agency. It follows that the investigation of applicants prerequisite to their acceptance is a time-consuming process which, in addition to loyalty and security checks; includes evaluation of competence, physical and emotional fitness; and availability of a suitable position at such time as employment may be offered. This is called "clearance" of an applicant.

- 2. Investigation of an applicant may reveal something which prevents his clearance perhaps something of which the applicant is genuinely unaware, perhaps something which only the special employment criteria of the Agency make unacceptable. In any event, adverse findings by the Agency are conclusive and final so far as the Agency is concerned, and no statement of specific reasons is made to the applicant.
- 3. Employment by the Central Intelligence Agency is not a right upon which an applicant can insist. Offer of employment which is subject to full clearance does not constitute a commitment on the Agency's part giving an unsuccessful applicant grounds for any claim against the Agency. Acceptance of employment upon the condition of clearance is at the applicant's risk taken with the knowledge that a very substantial percentage of applicants

Statement of Understanding and Agreement

I have read, understand, and agree to the foregoing General Considerations. If not accepted for employment by the Central Intelligence Agency, I will make no claim or demand in conflict with those considerations.

I have also seen and read Applicant Information Sheet No. 2.

(Signature of Applicant)



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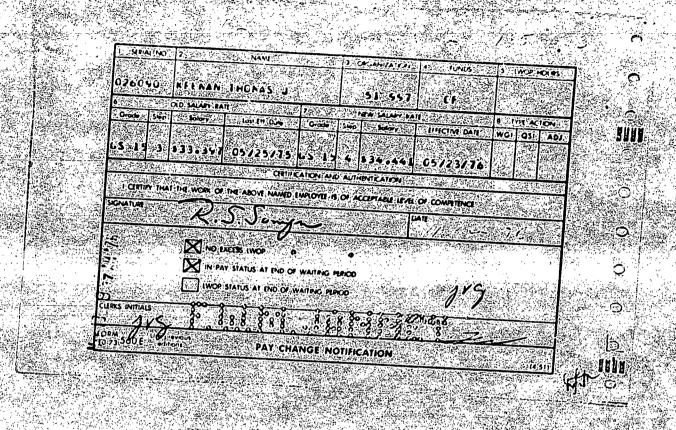
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EFFECTIVE DATE OF PAY ACJUSTMENT: 12 OCTOBER 1975

KEENAN THOMAS J

SERIAL DRGN. FUNDS GR-STEP

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FOR PURPOSES OF THE FAIR LABOR STANDARDS ACT. AS AMENDED.

EFFECTIVE DATE OF DESIGNATIONS OF MAY 1974.

REENAN THUMAS J

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KEENAN THOPAS J

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PAY ADJUSTMENT IN ACCORDANCE WITH THE PROVISIONS OF SECTION 5305 OF TITLE 5. U.S.C. AND EXECUTIVE URDER 11739 PURSUANT TO AUTHORITY OF DCI AS PROVIDED IN THE CIA ACT OF 1949. AS AMENDED, AND DCI DIRECTIVE DATED 08 UCTOBER 1962.

EFFECTIVE DATE UF PAY ADJUSTMENT! 14 OCTOBER 1973

NAME

SERIAL ORGN. FUNDS GR-STEP

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KEENAN THOMAS J

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PAY ADJUSTMENT IN ACCORDANCE WITH SALARY SCHEDULES OF PL 91-656 AND EXECUTIVE DHOER 11576 PURSUANT TO AUTHORITY DE DOL AS PROVIDED IN THE CIA ACT OF 1949, AS AMENDED, AND A DOL DIRECTIVE DATED & OCTOBER 1962 EFFECTIVE DATE OF PAY ADJUSTMENTS TO JANUARY 1971

NAME

KEENAN THOMAS J

SERIAL DEGN. FUNDS GROSTEP

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"PAY ACJUSTMENT IN ACCORDANCE WITH SALARY SCHEDULES OF PL 91-231 AND EXECUTIVE DRIVER 11324 PURSUANT TO AUTHORITY OF DC1 AS PROVIDED IN THE CIA ACT OF 1969, AS AMENDED, AND A DC1 DIRECTIVE DATED & OCTOBER 1962"

EFFECTIVE DATE OF PAY ADJUSTMENTS 28 DECEMBER 1969

NAME

SERIAL ORGN. FUNDS GRASTEP

NEW

KEENAN THOPAS J

026090 \$1 700 CF GS 13 3

\$17,878

"PAY ADJUSTMENT IN ACCORDANCE WITH SECTION 212 OF PL 90-206 AND EXECUTIVE AS AMENGED, AND A DCI DIRECTIVE DATED 8 OCTOBER 1962" EFFECTIVE DATE OF PAY ADJUSTMENT! 13 JULY 1969

NAME

KEENAN THOMAS J

SERIAL DRGN. FUNDS GR-STEP

026090 51 700 CF GS 13 3

NEW SALARY

\$16,866

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EFFECTIVE DATE OF PAY ADJUSTMENTE 14 JULY 1963

3446

KEENAH THOMES

SERIAL DEGN. FURCS GR-STEP SULTAY SALLAY

PRAY ADJUSTMENT IN ACCORDANCE WITH SALARY SCHEDULES OF PL 90-206 PURSUANT TO AUT-SSITY OF DCI AS PROVIDED IN THE CIA ACT OF 1949, AS A-ENDED, AND A-ECO DIRECTIVE DATED & OCTOBER 1962. EFFECTIVE DATE OF RAY ADJUSTMENTS 8 OCTOBER 1987

SERIAL ORGA, FUNOS GR-STEP

KEENAN THEMAS J

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PUNGUANT TO AUTHORITY OF DOL AS PROVIDED IN THE CLA ACT OF 1949,
AS AMENDED, AND A-DOL DIRECTIVE DATED & COTOLER 1962.

EFFECTIVE DATE OF PAY ADJUSTMENTS 3 JULY 1966

NAME

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CTION 23 Emplo	n. n. white	SPACE (ODIES:	BELOW FO	R. EXCLUSIVE (	USE OF TH	E OFFICE OF PERS	ONNEL  26 OATE OF GRADE	17.   QATE OF LET
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PAY ADJUSTMENT IN ACCORDANCE WITH SALARY SCHEDULES OF PL 89-301 PURSUANT TO AUTHORITY OF DOLLAS PROVIDED IN THE CIA ACT OF 1949. AS AMENDED, AND A-DOL POLICY DIRECTIVE DATED 8 OCTUBER 1962. EFFECTIVE DATE OF PAY ADJUSTMENTS 10 OCTOBER 1965 Ö 0 OLD 0 KEENAN THOMAS 0 0

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ADJUSTMENT OF SALARY RATE IN ACCORDANCE WITH THE SCHEDULES OF THE GOVERNMENT EMPLOYEES SALARY REFORM ACT OF 1964 PURSUANT TO THE AUTHORITY OF THE DIRECTOR OF CENTRAL INTELLIGENCE AS PROVIDED IN THE CENTRAL INTELLIGENCE ACT OF 1949, AS AMENDED, AND POLICY DIRECTIVE ISSUED. BY THE ACTING, DIRECTOR OF CENTRAL INTELLIGENCE DATED 8 OCTOBER 1962.

SALARY CONVERTED TO RATE SHOWN FOR INDIVIDUAL'S GRADE AND STEP AS INDICATED IN CHART BELOW.

## GENERAL SCHEDULE RATES Federal Employees Salary Act of 1964

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<b>GS-2</b>	3.680	3.805	3,930	4 055	41.00	<b>43.860</b>	\$4,075	\$4,190	\$4,305	\$4,420
$\overline{GS}$ - $\overline{3}$	4.005	0,000	0,000	2,000	7,100	1 4.303	4,430	4.555	4.680	4.805
ا ت نداخت	1 2 2 2 3		4,275				4,815	4.950	-5,085	5.220
	<b>-4.480</b>		4,780		5,080	5.230	5,380	5.530		5,830
GS- 5	7.10	5,165	5,330	5,495	5,660	5.825	5,990			
GS- 6	5,505	5,690	5,875	6.060	6,245		6,615	6,800		6,485
OS- 7	6,050	6.250	6:450	6,650	6.850	7,050	7,250			7,170
GS- 8	6,630	6.850	7,070	7,290	7.510	7.730				7,850
GS- 9	7.220	7,465	7,710	7,955	8,200					8,610
3S-10	7.900	8,170	8,440			8,445	8,690		9,180	9,425
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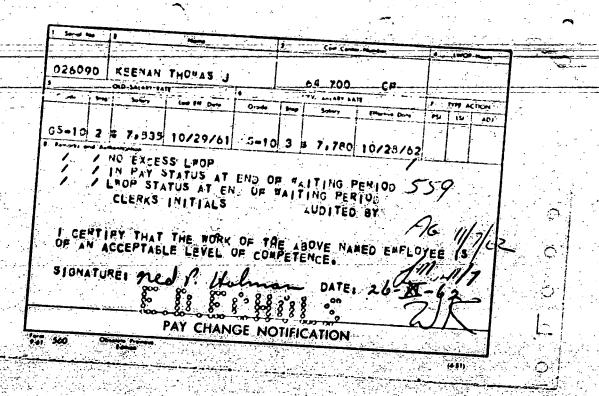
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Deputy Chief,

17 Jan 1978, Latin America Division George V. Lauder

4. By EMPLOYEE

Of this Application of the following of

4 JAN 1978

MEMORANDUM IN LIEU OF FITNESS REPORT

SUBJECT: Thomas J. Keenan

- 1. During the first six weeks of the reviewing period, Mr. Keenan continued as Chief of the Mexico and Central America Branch, the Division's most demanding geographic unit. His performance during this period continued at the same Strong level detailed in the last Fitness Report.
- During February, as part of a determined effort to strengthen the Division's Operations Staff, Mr. Keenan was moved up to fill one of the two Deputy Chief slots in that unit. As of 1 July, he was the sole Deputy of the Staff. As set up in Latin America Division, the Operations Staff had both staff and line functions. It had broad coordinating responsibilities with all elements outside the Division, served as the focal point for all senior staff requests for studies and reports, stimulated and coordinated Division operational activities and reviewed the effectiveness of Division programs. All Division operational traffic flowed through the Ops Staff where better than 80 per cent of the traffic was released.
- for close review and staff action relating to the northern area (Mexico, Central America, the Caribbean plus Guyana and Surinam in South America). In addition, he served as the staff referent for narcotics operations throughout the Division and for Cuba operations worldwide.
- 4. I consider myself singularly fortunate to have had Mr. Keenan as my Deputy. I assumed the Chief/Ops responsibility in April 1977 and immediately discovered that ground rules were different, legal strictures impinged on many operational decisions, and the almost constant senior staff requests affected one's ability to concentrate en operations. Mr. Keenan was extremely helpful in providing substantive briefings, guiding me through the legal and policy complications and pointing out the shoals. He made many valuable suggestions on how to handle the work load without drowning in paper.

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- 5. Mr. Keenan has an agile and retentive mind. He is quick at distinguishing the wheat from the chaff. He does his homework and I have never known him to go off half cocked. In making operational judgments, his initiative is tempered by a healthy dose of prudence. Mr. Keenan's writing is first rate; his prose is lean, often elegant, and always precise. I have admired his talents as a briefer. His presentations are balanced and detailed, often spiced with his engaging humor.
- 6. Mr. Keenan's tenure with the Ops Staff was a very intensive period. He normally worked an eleven-hour day and Saturdays as well. I take some pride in the fact that there never developed an antagonist relationship between the operating branches and the Ops Staff. Mr. Keenan deserves much of the credit for this. While often taking issue with branch positions and written work, he was unfailingly courteous, good humored, and helpful. His counsel was often sought on difficult problems.
- 7. A significant and time-consuming aspect of the Ops Staff's work concerned screening operational traffic for compliance with E.O. 11905 and ensuring that U.S. person strictures were scrupulously observed. I found Mr. Keenan's general knowledge in these areas unmatched among the non-lawyers of the Agency.
- 8. Mr. Keenan shared with me the responsibility for supervising the work of two operations officers and one secretary. He is an excellent supervisor who manages (despite the belief of some that it is not possible) to be both exigent and pleasant. He cares about people, and as noted in the previous Fitness Report, takes special interest in developing younger officers.
- 9. In addition to his Operations Staff responsibilities, Mr. Keenan served as the Division EEO Officer. He also served for nine months on a time consuming DDO task force concerned with a threat against President Carter's life. He performed these responsibilities with the same thoughtfulness and effectiveness he applies to everything else.

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10. The Operations Staff was disbanded in early November as part of the Latin America Division reorganization. In recognition of his splendid performance on the Ops Staff, Mr. Keenan was made Chief of a combined Coordination/Plans Staff with a T/O of six. This staff will retain most of the coordination functions of the Ops Staff but not the

11. This is a splendid officer, certainly one of the most promising GS-15's in the Division. He clearly earned an Outstanding rating for the period under review.

Joseph Di Stefano -Deputy Chief, LA Southern Region

Thomas J Keenan

Date

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#### COMMENTS OF REVIEWING OFFICIAL continued

While I personally handled the first week or so of the myriad problems associated with a wide-spread investigation of an alleged plot against President Carter, I subsequently turned the responsibility for it over to Mr. Keenan and he represented the Division with the DDO, CI Staff and Secret Service on this important and seemingly never ending problem area. This involved a lot of extra hours work and had to be handled meticulously. He performed these responsibilities impeccably.

CANADA CANADA

During the past year he made many contributions to the smooth functioning of the division. Not least among them was the fact that having fully familiarized himself with US laws, Executive Orders, regulations, notices, etc., which have increasingly affected our operations programs, he ensured that our operational business was always in meticulous compliance with the spirit as well as the letter of these seemingly myriad "don'ts." Similarly, we had to produce staff papers in a hurry, often synthesizing a great deal of detail or alternatively presenting a great deal of detail. Mr. Keenan saw that the job was accomplished on time and with good style.

Although he was the junior member of the three-man Operations Staff, on occasion he served as the Acting Chief. He handled the COPS function with his usual dedication and good judgment.

As the rating officer has mentioned, when the division was reorganized in November, we decided to combine the Operations Staff's staff, but not command, functions with those of the Plans Staff. Mr. Keenan was the obvious choice for this important and challenging assignment which will tax his abilities and broaden his experience. He is one of our best GS-15 officers and has additional growth potential in the Clandestine Service. He is a good operations officer as well as a good staff officer and is qualified to manage one of our medium-size Latin America Division Stations.

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9AVE. 31 March 1977	Deputy Chief, Latin America Division	George V. Lauder
	2. BY EMPLOYEE	
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COMMENTS OF REVIEWING OFFICIAL	rcentionally woll-written	n and informative report

on Mr. Keenan: I agree with all that is said about him. He is indeed one of our better GS-15 officers alert, conscientious, well-balanced, articulate. He also has excellent judgement and good command presence. He has a good future in the Agency.

Chief, Latin America
Division

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Branch Chief's attention, the other Stations, particularly Costa Rica, which has an active operational program, and the Guatemala Station, which also covers El Salvador, required regular attention and the lesser posts could not be neglected. The Branch performed well in these regards too. In short, I was pleased by the rapidity with which Mr. Keenan got on top of his responsibilities and by the intelligence, thoughtfulness, energy and professional skills he displayed in carrying them out.

Mr. Keenan is an intense, thorough, common sense, sound officer who while quick witted, thinks problems through, sees the holes and takes steps to fill them. He does his home work and doesn't go off half cocked; yet he gets the job done quickly. He tends toward the conservative side in making judgments. While he has a pleasant way with people, he has firm convictions, and he is articulate, very forthright but not offensive in expressing what is on his mind. A strong supervisor, he is on top of the activities of his unit, demands results, isn't afraid to be firm with his subordinates but is thoughtful and concerned about their welfare. He cares a lot about people and is interested in developing younger officers assigned to him. Because of these qualities, he was selected to be the Division's FEO officer when we needed a new one a few months ago. He has performed this role in his usual thoughtful and efficient fashion. He writes quickly and well. No one is more conscientious than he. He really cares about his job and tries to produce the best possible product. All in all, he was one of our best Branch Chiefs and deserves a solid "Strong" for his efforts.

In February 1977, one of the Deputy Chiefs of Operations
jobs in the Division came open. Because of his demonstrated all around ability; personal qualifications and potential, he was selected from among the Branch Chiefs in the Division to fill that position. The job will broaden him and equip him for even more responsible posts in the field as either a Station Chief or for more senior positions at Hendquarters. He is clearly one of our promising GS-15 officers.

George V. Lander
Deputy Chief
Latin America Division

Thomas J. keenan

Date) 193

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20 April 1976

## MEMORANDUM IN LIEU OF FITNESS REPORT

SUBJECT: Thomas J. Keenan 1 January - 31 December 1975

From January to July of this reporting period Mr. Keenan finished his tour as Chief of Station. Kingston. In addition to himself there were two other case officers at the Station. Its total complement was 7 persons. Ur. Keenan entered the Army War College in July 1975.

During the last six months of his tour, the Station had three things going for it; a good access agent operation against the PRC target, a one-on-one relationship between a Station officer and a Cuban Embassy officer, and further development and exploitation of a member of the ruling political party. Of these the latter turned out to be the most worthwhile. This agent provided useful information on key political developments in the Jamaican government and the government party relating to its growing relationship with the Cuban government. The relationship with the Cuban officer turned out badly since the Cuban pitched the Station officer rather than vice versa. During this period the PRC access agent was most promising and was the best operation of its kind against the PRC that the Division had.

IIr. Keenan's relations with the Embassy during this period were good. No problems of any kind were noted. The operational environment continued bad due to the high incidence of crime.

In. Keenan is an able, experienced officer with good personal presence. He is measured in his operational approach and in his management style. He is a man of good judgment, has an agreeable personality and inspires confidence; he can be counted on to do a creditable job without a lot of fantare.

In the last six months of his tour as Chief of Station, Kingston, I would rate his overall performance as "Strong."

Raymon A. Warren Deputy Chief

Latin America Division

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Subject: Thomas J. Keenan, Hemorandum in Lieu of Fitness Report

## COMMENTS OF REVIEWING OFFICIAL

Mr. Keenan had departed Station Kingston/by the time I assumed charge of Latin America Division in May 1975. Therefore, I am not able to comment on his performance as Chief of Station, Kingston during the first five months of 1975. I would like to note, however, that Hr. Keenan served under me when I was Chief of Station, Bogota from 1965-1968 and I am acquainted with his personality and operational proficiency. On this basis, while I did not observe his performance as Chief of Station first hand, I generally concur with the Rating Officer's comments and overall performance evaluation of "Strong."

As a person, Mr. Keenan is a mature, dedicated officer with a pleasing personality. He gets along well with his peers and subordinates and is respected by them. I have selected him to be Chief of the Mexican and Central American Branch which is one indicator of the confidence I have in his ability. This will be an excellent test of Mr. Keenan's administrative and managerial ability since this branch is one of our largest in Latin America l'ivision.

Richard S. Sampson Chief Latin America Division

I certify that I have seen all entries in this report.

Thomas J. Keenan

Date -\

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SECRET

CLASSIFICATION FITNESS REPORT SECTION A GENERAL INFORMATION 1. EMPLOYEE NUMBER 2. NAME (Lost, first, middle S. DATE OF BIRTH 4, SET D. GRADE 6, GD J. 29 Jun 30 M 026090 Keenan, Thomas J. GS-15 7. OFFICIAL POSITION TITLE. to CODE (t) an Chief of Station DDO/LA/CAR HQ8 11. TYPE OF APPOINTMENT RESERVE READDIGN. MENT BPECIAL 1 July 1974 - 31 December 1974 31 January 1975 QUALIFICATIONS UPDATE IF QUALIFICATIONS UPDATE FORM IS BEING SUBMITTED WITH CHANGES, AND IS ATTACHED TO THIS REPORT, PLACE THE WORD "NO" IN THE BOX TO THE RIGHT, IF NO CHANGES ARE REQUIRED, PLACE THE WORD "NO" IN THE BOX AT RIGHT. SECTION C PERFORMANCE EVALUATION U-Uniatislactory M-Morginal -Proficient iance is satisfactory. Desired results are being produced in the manner expected. S-Strong Performance is characterized by exceptional proficiency. O-Outstand Performance is so exceptional in relation to requirements of the work and in comparison to the performance of others doing similar work as to warrant special recognition. SPECIFIC DUTIES d up to six of the most important specific duties performed during the rating period. Insert rating letter, which best describes the monner in which employees in performer EACM specific duty. Consider ONLY effectiveness in performance of that duty. All employees with supervisory responsibilities MUST be rated on elevating to supervise (indicate number of employees supervised). SPECIFIC DUTY NO. 1 See Attached MEMORANDUM IN LIEU OF FITNESS REPORT SPECIFIC DUTY NO. 1 RATING LETTER SPECIFIC DUTY NO. 2 GPECIFIC DUTY NO. 4 RATING LETTER SPECIFIC DUTY NO. 6 RATING SPECIFIC DUTY NO. 6 RATING OVERALL PERFORMANCE IN CURRENT POSITION BATING productively, conduct on jets, respectively, performing personal trails of hobbs, and particular of employers in consult performance against the rating period, place the letter in the rating box rather period for the letter in the rating box rather period, place the letter in the rating box rather period for letter in the rating box. S

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13 January 1975

MEMORANDUM IN LIEU OF FITNESS REPORT

SUBJECT: Thomas J. Keenan 1 July 1974 - 31 December 1974

Mr. Keenan took over as COS Kingston in September 1974. This is his first COS assignment. The Kingston Station is composed of 6 staff employees (including 2 communicators) and 1 contract employee for a total complement

As one of the principal Caribbean sources of bauxite. Jamaica is of importance to the U.S. The arbitrary taxes levied on the U.S. bauxite company in Jamaica has been a source of conflict between the two governments. There is a Cuban and Chinese presence in Jamaica. Perhaps the single most important factor affecting the environment and personal lives of our Station members is the very high level of crime in Kingston, especially rape.

In reviewing the past fitness reports none has yet been written specifically commenting on his performance as COS in Kingston. I will attempt to fill that gap with this one.

The Station has been changed from basically a liaison Station to a unilateral Station. Liaison has never been overly cooperative, but the present COS has continued to develop the liaison, and at the same time has moved out unilaterally. During the past year two access agents to the Chinese target have been recruited (one being among the best in the Division) and two access agents to the Cuban target. It has also acquired a penetration of the local service who is especially useful against the Chinese target. In addition, a surveillance team which was recruited in 1973 was developed and used to the extent possible. The Station has become more active than perhaps ever before in its history, with emphasis on the PRC and Cuban targets.

From the past we know that Mr. Keenan is an excellent officer with good operational instincts. After a year in Kingston as COS we now also see that he can perform as a manager. Upon his return from Kingston this year Mr. Keenan will attend the Army War College to continue his career development. I rate his overall performance as COS in Kingston as "Strong."

> Raylond A. Warren Deputy Chief

Latin America Division

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Subject: Thomas J. Keenan, Memorandum in Lieu of Fitness Report

COMMENTS BY REVIEWING OFFICIAL:

I concur in the evaluation of strong. It should be pointed out that Mr. Keenan has been operating under very difficult circumstances for which I am responsible. It was on my recommendation that he was pulled out of Lima for Kingston. I remembered this as a Caribbean paradise, but later found out that it was a most difficult situation -- especially for someone like Mr. Keenan with a large family of small girls. Given this personal problem, it is understandable that Mr. Keenan did not perform in a more dramatic manner. He did quite well and will, I think, benefit from his upcoming war college stint.

David A. Phillips, Chief, LA Division

14 James 1975

I certify that I have seen all entries in all sections of this report.

/s/Thomas J. Keenan

HJKT-1902, 24 Jan 75 24 January 1975

Thomas J. Keenan

Copy sent to subject via HJKS-1120, 15 Jan 1975.

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#### SECTION C

## NARRATIVE COMMENTS

rises demonstrated in current position beeging in proper perspective eaplein ratings given in Section 8 to provide bast basis for determining feture po dulies and cost consciousness in the use of personnel, space, equipment and funds, must be commented

This report is occasioned by Subject's early departure from Lima, before end of tour to assume the duties of COS in Kingston, Jamaica. That fact alone attests the esterm in which he has been held by Has and, when the proposal for that assignment was made, also expressed once again by the rater.

Subject had not yet completed his first two years as a DCOS and this was his first crack at that level of responsibility. So his rise of late has been rapid, although of course it is based on sbilities and experience developed and polished in the course of a number of tours overseas prior to his coming to Lima. These have all been spent in the Latin environment so the Caribbean will be for him a completely new world. This will be a healthy change for him and is managerially sound as well for the Station to which he

As DEOS in Lima, Subject has shown a high order of operational soundness, administretive good sense, and a conscientiousness about his work that permitted COS to delegate without hesitation both specific problems in any area or even whole sections of Station activity (e.g. marcotics) for him to carry out or to supervise. Subject is a prudent man who thinks things through before acting. He weighs the pros and cons carefully, is quite CI-minded (an indispensible attribute in this semi-hostile climate), and them acts promptly. His judgment, while it tends to come down on the conservative side, is invariably soundly based. His periods of serving as Acting COS have been competently handled as well, always within his understanding of what the COS would want done if he were here.

As a supervisor, Subject has the right combination of patience and firmness when dealing with younger case officers who want to be off and running. He encourages their

SECTION D	CERTICICATION AND COMME	/CONTINUED/
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	/s/ Thomas J. Keenan	
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o/a 10 Sep 1973	Chief of Station /s/ Richard S	Maria de la companya
COMMENTS OF PENIS	BY REVIEWING OFFICIAL	

COMMENTS OF REVIEWING OFFICIAL

There is little more that can be added to this eloquent report. Mr. Keenan's exceptional characteristics and abilities and his fine performance as DOOS, Linu, an unusually active, busy station, have led to his present assignment as COS, Kingston. The rating officer has stated that Mr. Keenan's rise of late has been rapid and this is true. lowever, all that he has achieved he has worked very hard for and certainly earned; and despite the fact he has a youthful face and a somewhat boyish manner, he is not all that young in years, so the present grade and position are hardly inconsistent with his age. lewing the record and this man's potential, there is every reason to expect that he wil ontinue to progress up the managerial ladder at essentially the same pace we have seen in the last three or four years.

OFFICIAL TITLE OF REVIEWING OFFICIAL KICKELLY CONSTRUCTION 12 November 1973 Chief, WH/Branch 3 Richard L. Conolly

CONFIDENTIAL

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SECTION C continued....

aggressiveness but at the same time enlightens them on the virtue of looking over their shoulder at who may be after them as well as on the advantages of doing their homework first. Usually the upshot has proved him right.

In running his own cases, Subject is meticulous and very thorough, preparing himself for eventualities as well as maximum disseminable information. He has personally handled two difficult cases while here and has gotten what there was to be had out of both. Each also had serious flap potential but there has been not a whiff of suspicion or of leakage.

Subject, as noted before, has a cherry exterior that covers a deeply serious person within. His easy and forthwight manner has earned him friends in the official Embassy community and in the larger society as well. All respect his judgment, his seriousness about his work and the issues of our time, and his eminently decent family life. All of these qualities should go far to make his upcoming tour as a COS a success. We wish him well and expect in future to hear only good about him and his work.

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## SECRET SECTION C NARRATIVE COMMENTS ladicate significant stranges or weaknesses domainstrated in current position beging in proper perspective their relationship to everall performance. Since evergestions made for improvement of work performance. Give recommendations for training. Comments on foreign language competence, if required for current position. Amplify or explain ratings given in Section 8 to provide best basis for determining future personnel ection. Manyer of performance of managerial or supervisory dyries and cast consciousness, in the use of personnel, water, equipment and funds, must be commented on, if applicable. If estra appeals a needed to complete section C, artacle a separate, wheel of pages. This fine officer has been DCOS in Lima for nearly a year now, his first crack at this level of responsibility. And for nearly two months of that he was acting COS during an interregnum which was made easier for Hqs to accept at the time because of Subject's already acknowledged ability and operational judgment. This officer has many laudable qualities. He was an established, painstaking professional with solid operational background. He has now demonstrated that he is also good at management, at keeping things mov-ing, and at finding time for the little details that so often make the difference. He has a healthy respect for the opposition services (international and local) and weighs his operational decisions carefully in the light of their capabilities. In his present DCOS (and ACOS) responsibilities, he also shows excellent political judgment, knowing what will wash and what probably won't, what is acceptable risk (all things considered) and what is probably asking for trouble. A prudent officer, he looks before he leaps-or asks officers to. This officer also has an amiable personality, warm and forthcoming with all the people he deals with - and deals with the more effectively as a result. This amiability (and the obvious decency and quiet integrity of the man) does not for a minute, however, get in the way of a good mind getting quickly to the bottom of whatever subject or problem may be before him. He is especially effective working with junior officers and subordinates, explaining the background /CONTINUED/ CERTIFICATION AND COMMENTS BY EMPLOYEE I CERTIFY THAT I HAVE SEEN SECTIONS A. B. AND C'OF THIS REPORT GNATURE OF EMPLOYEE 20 October 1972 MONTHS EMPLOYEE HAS BEEN THIS REPORT HAS NOT BEEN SHOWN TO EMPLOYEE, GIVE BEPLANATION <u> 20 October 1972</u> OFFICIAL TITLE OF SUPERVISOR TYPED OR PRINTED HAME AND SIGNATURE Chief of Station Isl Richard S Welch BY REVIEWING OFFICIAL COMMENTS OF REVIEWING OFFICIAL I fully concur in the comments and ratings given in the basic report. There is little to add to what has been said above or

previously about this officer.

13 November 1972

Deputy Chief, WH Division

James E. Flannery

Section C continued.....

of his decisions or analysis of the problem succinctly and tactfully.

Subject deserves the highest marks for his handling of several of the Station's problem cases, one a high level Government penetration considerably nervous about being an agent at all, another a foot-dragging egotist. Both of these important cases require quick thinking, gentle persuasion, and an adroit persistence in pushing BKCROWN's interests (offensive and defensive) in the midst of a welter of competing factors. Where a light but firm touch is needed, this officer cannot have many equals.

Subject is, as would be expected, held in high regard by his LNFALL colleagues and also by his Peruvian acquaintances. He is also (if the above does not say it) held in very high regard by the rater, who finds his advice on operational and political issues sound and finds him a person to whom any problem can be delegated in full confidence it will be handled fast and well. It is a pleasure to work with him.

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ECTION A		GENERAL	
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			MARRATIVE	

Indicate significant strengths or meaking sees demonstrated in current position beeping in proper perspective their relationship to overall performance. State suggestions made for improvement of work parformance. Give recommendations for training. Comment on foreign language competence: if required for current position. Amplify or explain ratings given in Section B to provide best basis for determining luture personnel action. Mannet of performance of managerial or supervisory duties and cost consciling the way of personnel, space, endement and lunds, must be commented on it applicable. If eather space is needed to co Section C, affect a separate sheet of pages.

The narrative statement in the last Fitness Report on Subject (HPLT-6074, 10 Jan 72) is still largely valid. This individual has in all ways provon himself as a koon, mature operations officer, supervisor and Deputy Chief of Station. Upon my departure (18 May 1972) he will be in charge for approximately six weeks until the new COS arrives. I have every reason to believe that during this period his actions and decisions will reflect credit on the Station and the organization in general. He enjoys the complete confidence and support of all Station personnel and is well-prepared to successfully meet the challenges which lie ahead.

It has been a special pleasure knowing and serving with such an

SECTION D	CERTIFICATION AND COMMENTS
	BY EMPLOYEE
(C	ERTIPY THAT I HAVE SEEN SECTIONS A. B. AND C.OP THIS REPORT
16 May 1972	/s/ Thomas J. Keenan
2	BY SUPERVISOR
MONTHS: EMPLOYEE HAS DEEN UNDER MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN TO EMPLOYEE, GIVE EXPLANATION
16 May 1972	COS /s/ Stewart Burton
	BY REVIEWING OFFICIAL

The above represents the COS' end-of-tour rating of Mr. Keenan, and following fairly close on the heels of the previous fitness report, it adds little to the previous narrative.

Since the COS in Lima is physically located outside the Station, area, Mr. Keenan's normal function is to serve as de facto chief of operations and office manager. With the COS' departure in May, Mr. Keenan was serving as Acting Chief of Station. He maintained the tempo of Station operations and activity under what have been for some time a rather hostile operational climate in Peru-

13 November 1972

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Deputy Chief, WH Division James E. Flannery

SECRET

## FITNESS REPORT, Reviewing Official's Comments - continued:

As probably is apparent from past fitness reports and other indicators. Mr. Keenan is considered one of the Division's officers who thus far has shown the drive and ability to move ahead of most of his age/class peers. His potential remains to be established.

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FITNESS REPOR			NULSE
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	GENERAL		
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liup to six of the most important specific duties performed ner in which employee performs EACH specific duty. Cor i supervisory responsibilities MUST be rated on their abili CIFIC DUTY NO. I	awing the resing period. Insert rating naider ONLY effectiveness in performa live to supervise (Indicate number of em	letter which best de nce of that duty. All players depressed.	ecribes ( employ)
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ora arctumt evarything about the employee which influence ice, of specific duties, productivity, cenduct on job, see iloi limitations or telents. Dased on your kneeledge of a the latter in the rating box corresponding to the statements	of his affectiveness in his current pas parativeness, personal train	s or hobits, and	S. S
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SECTION C	NARRATIVE COMMENTS	
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moved rapidly not	ree months Subject has been at the Station, he has only to thoroughly acquaint himself with his specificut also with all aspects of the Station's activities.	C
His equable nature descriptions and c a most welcome men grateful for his s	, ability to deal successfully with people of all ispositions and solid operational background make his ber of the Station staff. As COS, I am particularly ervices.	
junior officers - commands respect, and are learning m	s is that of supervising closely the activities of to which he does extremely well. Being one who readily they readily seek him out for advise and consultation uch under his masterly tutelage.	n
and is already ach recruitment was ma by Subject. The la	coordinating Station efforts to penetrate the militation is some positive results. A recent military de by another officer closely assisted and encouraged tter is now handling this new source, which could well	á
Subject has clo	Station's most productive. arly demonstrated his managerial talent and acuity in nds and other resources. I would predict a most	<b>n</b>
successful tour of	duty for this fine officer in Lima and foresee marke ation operational objectives as a result of his	∌ <b>d</b>
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		. (d) (4) (4)
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14 February 1972

Lichard L. Conolly

		FITNESS REPORT		026090	IAL NUMBER
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SECTION	NARRATIVE COMMENTS
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previous fitness report c lower ratings for some sp	anco during the rating period. Comments in his continue to apply. He has received slightly pecific duties in Section B only because he promotion last year and now must be evaluated
in comparison with other	GS-14's. As can be seen from the rating, even he is giving a fine performance in comparison

Although the Station cannot claim any breakthrough in the REDTOP field during the rating period, this officer's work continued high in quality and quantity. He added three new members to our stable of REDTOP access agents, developed an intensive target analysis program and improved our REDTOP reporting in general to the point where it has been commended by Headquartets. The most recent Hdqs evaluation stated: "The efforts against PTL Soviets show imagination and sound analysis, and reporting has improved greatly. The changes in the PTL are reasonable and the Station's support operations are well-tailored to provide information of use in programming human access to the Soviets on the PTL Lastly, plans in the next half-year are realistic. We are encouraged by the Station's unmistakable positive attitude about the prospects of the effort against this difficult target." Working against this frustrating and difficult target, this officer has retained his (cont.)

SECTION D	CERTIFICATION AND COMME	INTS TO THE THE PROPERTY OF TH
1.2	BY EMPLOYEE	
TO SECOND	ertify that I have seen sections a, b, ani	ocop this report and roviewing
12 April 1971	/s/ Thomas Keenan	official s commer
<b>2.</b>	BY SUPERVISOR	
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12 April 1971	DCOS	/s/ Wallace Mills
	BY REVIEWING OFFICIAL	
omment and would li	I concur with the rating ke to stress that the only standing to a solid strong	officer's evaluation and y reason his letter rating

comment and would like to stress that the only reason his letter rating has dropped from outstanding to a solid strong is that he is now being rated as a GS-14 and not as a GS-13. A comment is also in order in regard to his possible cautiousness which is mentioned in the narrative portion of the report. Subject is a truly professional officer and especially adept at CI/FI. He is therefore able to quickly spot some weaknesses in proposed operations and quite properly and always accurately, points these out. On the other hand, in the Latin American environment some risks are acceptable which would not be tolerable in a situation where a higher degree of professionalism is mandatory. At times I have been in the anomalous position of approving an operation which Subject, perceptibly (cont

12 April 1971

COS

/s/ /Dino J. Pionzio

## Continuation of Section C of Fitness Report on NIARCOS

enthusiasm, imagination and drive. He has built good photo and audio programs and a support mechanism which give us excellent coverage of the target. He has then gone further into analyses of individual targets. The groundwork has been laid methodically; what we lack is luck to recruit that most elusive of sources -- a Soviet.

I have no doubt this officer has additional growth potential. He has unusual drive and motivation; he shows imagination with good judgment. He combines this with a broad background of experience in FI, CI and operational support work and excellent tradecraft. He should guard against a tendency to be over-cautious, but is intelligent, ambitious, perceptive, and has all the attributes necessary to do a good job in his next assignment as DCOS at a moderate-sized station. This will give him an opportunity to show adaptability in a major supervisory position.

This officer has high personal standards. One of his strongest characteristics is his decisiveness and ability to organize his time, recognizing priorities and accomplishing his work quickly. He never misses a deadline. His work is thorough but cuts through verbiage to the essentials. He accepts responsibility well and once an assignment is made can be depended upon to take care of it without further follow-up by the supervisor. He is mature in his attitude toward JKLANCE and both he and his family observe the highest standards of personal conduct. His wife, who is bi-lingual, adds considerably to his contact work. They are popular in the community. In sum, this employee is a proven case officer who is about to take on managerial responsibility; he has every qualification to do equally well in this field.

## Continuation of Section D., Item 3. (Comments by Reviewing Official)

and correctly, has indicated as having some rather strong weaknesses. However, this comment should not be construed as indicating lack of aggressiveness in Subject. He is, in fact, very aggressive in developing operational contacts and in making recruitments. In sum, Subject is one of our best all-around officers with a great breadth of experience, a fine potential for growth, a sharp intelligence coupled with unusual discipline. We shall miss him and his wife and are certain he will do well in his new post.

			EPPLOTES SERIAL NUMBER
	FITNESS REPORT		626090
ECTION A		GENERAL	
1. NAME	(Last) (Picit) (Middie)		4. 0 MADE 8. 80
	Thomas J.	06/29/30 M	. GS-13 D
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ular limitation	verything about the employee which Influence ic duties; productivity, conduct on job, coo s or raients. Based on your knowledge of a he rating bos corresponding to the statement	perativament, pertinent personal tr	ing the rating period

100 45 0000LETE PREVIOUS EDITION.

SECRET

Reviewed by OP/SPD/PPE

SECTION C	necessative their relationship to
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During the year this officer has either personally, or through his agents, recruited five new access agents. He located, staffed and organized a new observation post. He completed work on a complicated prospective audio installation which finally aborted, due to uncontrollable pective audio installation which finally aborted, due to uncontrollable factors. Meanwhile he continued to improve the production of his existing agents and the organization and smooth operation of his small section he has done a good job of guiding another officer in his first attempts he has done a good job of guiding another officer in his first attempts at FI work. His reporting is exceptional, always timely and complete.

Of special note was the officer's progress in entertaining and developing a wide range of contacts in both the Colombian (continued)

2221011 2	CERTIFICATION AND COMMENTS
SECTION D	BY EMPLOYEE
1.	RTIFY THAT I HAVE SEEN SECTIONS A, B, AND C OF THIS REPORT
DATE 13 February 1970	/S/ Thomas J. Koenan
13 February 1570	BY SUPERVISOR  THE REPORT HAS NOT BEEN DIGEN TO EMPLOYER, GIVE EXPLANATION
MONTHS EMPLOYER HAS DEEN UNDER MY SUPERVISION	
	OFFICIAL TITLE OF SUPERVISOR TYPED OR PHINTED NAME AND SIGNATURE
DAY.	Ops Officer /s/Wallace A. Mills
13 Robruary 1970	BY REVIEWING OFFICIAL

is the strongest officer at this Station and is one of the best operations officers I have encountered in my 19 years with the organization. We call your attention to HIBT-4028, dated 25 February 1969, in which we strongly recommended that he be promoted promptly to GS-14. We reiterate this recommendation with some urgency. He will now be 40 years old in this recommendation with some urgency. He will now be 40 years old in June and if we expect to keep officers of this caliber we must move them along. I am not aware that we are so rich in talent that we can afford the luxury of slighting officers who have the potential of Subject.

OFFICIAL TIFLE OF REVIEWING OFFICIAL TYPED ON PRINTED NAME AND SIGNATURE

10 TUBLEY 1970 COS /S/ Dino J. Pionzio

SECRET

SECTION A  (Aut)  (Aut)	LNUMBER
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OVERALL PERFORMANCE IN CURRENT POSITION	RATING
e into account everything about the exployer which influences his affectiveness in his current position such as personal description of the personal trains of hubits, and icular limitations or telents. Based on your knowledge of employee's everall personal during the rating personal during the rating personal formance of the letter in the rating box corresponding to the statement which most accurately reflects his level of performance.	d. Letter

SECRET NARRATIVE COMMENTS Indicate significant strengths or mechaesee demonstrated in current position keeping in proper perspective their relationship to everall performance. State suggestions made for improvement of work performance. Give recommendations for training. Comment on foreign language competence, if required for current position. Amplify of explain ratings given in Section B to provide best in the use of personnel action. Manner of performance of individual or specification of contractions of the contraction of the It is a pleasure to write a Fitness Report on this officer. Always a strong performer, Subject has continued to mature and improve during the reporting period. Early in the year he took over the Station's operational support team for several months, handling them extremely well, while developing a new team on the outside. In July he assumed primary responsibility for the Station's new REDTOP program and has done an outstanding job, of keeping abreast of REDTOP activities here and exploiting those opportunities which have occurred despite a seriously understaffed section. At the same time he is continuing to direct one outside contract agent, service an audio operation and still found time to develop another particularly important new audio operation up to its final stages of implementation. These tasks reflect the Station's confidence in and reliance on Subject who is giving an overall outstanding performance. Subject's greatest strengths are good judgement, enthusiasim, dynamism and an ability to grasp the major elements of any task and handle them quickly and intelligently. He is personable and mixes well. During the year he has made excellent progress in expanding his contacts throughout the Colombian community and selecting and developing those that can be ofuse to the Station. He is aided in this by his wife who is attractive, has excellent Spanish and is a great addition to his work. Cont'd.... SECTION D CERTIFICATION AND COMMENTS BY EMPLOYEE I CERTIFY THAT I HAVE SEEN SECTIONS A; B, AND C'OF THIS REPORT HIGHATURE OF EMPLOYER 4 Feb. 1969 /s/ Thomas J. Keenan MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION BY SUPERVISOR F THIS REPORT HAS NOT BEEN SHOWN TO EMPLOYEE, DIVE EXPLANATION OFFICIAL TITLE OF SUPERVISOR TYPED OR PRINTED NAME AND SIGNATURE Ops Officer, DCOS
BY REVIEWING OFFICIAL 4 Feb. 1969 Wallace A. Mills COMMENTS OF REVIEWING OFFICIAL COS fully concurs with above appraisal. Subject definitely falls

cos fully concurs with above appraisal. Subject definitely falls into the category of potential Chief of Station material. He has uncommon operational judgment, broad professional experience, a keen sense of priorities, handles people well and combines the unusual traits of being well liked yet firm. Devoted to his job he works long hours without diminishing his efficiency. Although respectful to his superiors he is decisive. An excellent family man he has no bad habits. His wife is of great assistance to him in his work. COS intends to recommend subject for promotion to GS-14 in the next cycle in the belief that men of subject's ability and potential should be brought along rapidly. He will be also years old next June and it is essential that he be made to feel that

4 Feb. 1969

Chief of Station

JIPED OR PRINTED NAME AND SIGNATURE

## Continuation of Fitness Report - Section C.....

Subject accepts new responsibilities readily; he shows initiative and has imagination; he displays reasonable cost-consciousness, and reacts well to supervision. Above all, Subject is energetic, recognizes priorities, and gets things done.

This man is an outstanding officer who is enthusiastic concerning WOFIRM work, and should continue to be given additional responsibilities and the grades and titles that go with such responsibilities. Director of the REDTOP program in Bogota is a major step forward, but we have just completed the preparation stage. With the success we expect him to have during the remainder of his tour, Subject should be ready to assume a position as deputy chief of an equivalent Station. At this time there are no apparent limitations to Subject's prospects. In recognition of his outstanding performance and solid potential subject is strongly recommended for early promotion from GS-13 to GS-14.

## Continuation of Fitness Report - Comments by Reviewing Official

he is progressing with our other outstanding officers in the same age group.

FITNESS REPURT	026090	NUMBER
SECTION A	GENERAL	
I. mame (Last) (First) (Middle).	2. DATE OF BIRTH 3. SEX 4. GRACE 8. SD	
Keenan, Thomas J.	June 1930 M GS-13 D	! .
4. OPPICIAL POSITION TITLE	7. OFFIDIVIBRIOF ASSIGNMENT & CURRENT STATIO	-
Ops Officer	DDP/WH/3 Bogota, Col	ombia
P. CHECK (4) TYPE OF APPOINTMENT	10. CHECK (K) TYPE OF REPORT	-
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others doing similar work as to warrant spec	lal recognition.	
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		LETTER
Operational management of project	t activities	8
ECIPIC DUTY NO. 4		BATING
		RATING
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ECIFIC DUTY NO. 8		RATING
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•		BY EMPLOYEE	
ATE		I CERTIFY THAT I HAVE SEEN SECTIONS A, B, AND	C OF THIS REPORT
₹1 <b></b>	2.4.36: 7.00	SIGNATURE OF EMPLOYEE	
	14 May 68	/s/ Thomas J. Keona	<b>in</b> A
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NOER M	Y SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN TO EM	PLOYEE, GIVE EXPLANATION
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		- Contract of the contract of	TYPED OR PRINTED NAME AND SIGNATURE
	14 May 68	Deputy Chief of Station	
	14 May 68	Deputy Chief of Station	/s/ Paul Vanlarx
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FITNESS REPORT			EMPLOYEE SE	HIAL NUMBE
ECTION A			02609	n
I. NAME (Last)	HERAL			<del></del>
Keenan, Thomas J.	A DATE OF BIRTH	3. 9E A	4. GRADE 8.	10
OFFICIAL POSITION TITLE	June 1930	M	CO-13	D
Ops Officer	7. OFFIDIVIBR OF A	BRIGHMEN	T P. CURRENT ST	TION
CHECK (E) TYPE OF APPOINTMENT	10. CHECK (H) TYPE	-	Bogota	
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PRCIAL (Specify):	PECIAL (Spec	Parte	ME ADDION	MENT EMPLO
DATE REPORT DUE IN O.P.	IL PEPORTING PERI	00 (Fran-		
28 Pebruary 1968	1 July-51 T	e Cember	1067	14.5 <del>(15.</del> 45.75)
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Pperational management of project activities	68			RATING LETTE
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perational, including contact, reporting				RATING LETTER
ontact and cultivation activities				PATING CETTER P
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OVERALL PERFORMANCE IN	CLIBRENT BOOK	7. (*) <b>000</b> (*) N. (*)		
to account everything about the amployee which influences his a of specific duties, productivity, conduct on job, cooperative filmitations or telents: Based on your knowledge of employee letter in the rotting box corresponding to the statement which is	offectiveness in his ca	rrant co fi		B.

SECTION C NARRATIVE COMMENTS

Indicate significant extengths or mechanisms domenstrated in current position heaping in proper perspective their relationship to everall performance. State suggestions made for improvement of moch performance. State suggestions made for improvement of moch performance, Give recommendations for training. Comment on feeding long-age emperators, if required for improvement of the fifth reality of the reality of the provide beet on determining future personnel action. Machine a performance of managerist or tophetistic things of account of the real performance of managerist or tophetistic things of consciousness in the real performance of the reality space is needed to complete. Section C. attach a separate sheet of paper.

This employee has been at this station since June 1007 12m4 has been assigned the following operational duties: he has started from scratch the organization of a second, unilateral surveillance team consisting of one principal agent and three foot surveillants and investigators; he is giving guidance and direction to one WOLADY contract agent who, in turn, handles Station's WOLIME programs in the press and student fields; he also gives guidance and additional on-the-job training to a contract agent of Venezuelan nationality who is used in recruitment approaches, the handling of out-of-town penetrations of subversive groups, and in a support capacity.

This employee carries out the above cited tasks with initiative, alacrity and with common sense. He requires the absolute minimum of supervision. His extensive experience in his previous assignment abroad has helped greatly in getting the new surveillance and investigative team organized quickly. The direction he has given in the WOLDE field, where a reorganization was called for and is being carried out under his supervision and guidance, has been excellent, especially considering the fact that this is his first experience in the WOLDE field. The venezuelan contract agent has carried out a number of recruitment pitches (including false flag ones) under the close supervision of this employee, who demonstrated a fine knowledge of technique and a good sense of counter intelligence procedures.

This employee is an extremely hard worker, writes well and has a well

This employee is an extremely hard worker, writes well and has a well organized mind. His operational reporting is extensive and invariably on time.

(Continued on annex)

SECTION D	CERTIFICATION AND COMM	ENTS	
	BY EMPLOYEE		
re	RTIFY THAT I HAVE SEEN SECTIONS A, B, AM	ID C OF THIS REPOR	
5 February 1968	/s/ Thomas J. Keenan		
2:	BY SUPERVISOR		
MONTHS EMPLOYEE HAS DEEN. UNDER MY SUPER VISION.	IF THIS REPORT HAS NOT BEEN SHOWN TO S		
5 February 1968	Deputy Chief of Station	Paul Va	n Marx
	BY REVIEWING OFFICIAL		

I concur with the narrative comments and numerical ratings given by the Rating Officer. I have found this amployee to be a particularly mature case officer who possesses an excellent knowledge of tradecraft and requires little or no

supervision to carry out his assignments. His work is of an excellent quality and he has proved to be a definite asset to this station. His only area of reakness is that he must be more assertive and aggreesive in developing operational contacts of use to the Station. This has been discussed with him and he is planning to devote more effort in the future to correct this weakness.

5 February 1968 Chief of Station, Bogots Richard Sampson

Annex to Fitness Report

Section C. continued

This employee has a cheerful disposition and gets along well with his collectures. His williagness to help out others certainly contributes to the smooth functioning and pleasant atmosphere at the Station. The only criticism, and a minor one indeed, is that this employee, with the many positive assets he has (including his wife who speaks fluent Spanish), could be more forceful in the field of developing new assets of operational interest to the Station.

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	FITNESS REPORT			<b>'</b> ',	EMPLOYEE SERI	
SECTION A					02609	)0
1. NAME	(Firet) (Middle)	GENERA	ALE UP BIRTH	14.5EX		1
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		12.0	PORTING PER		e-)	
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	s guidances and other corr	espon	dence.			PATING LETTER P
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Y 100 50	(LO 557 OVERALL PERFORMANCE	IN CUE	RENT POSIT	ION		
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## NARRATIVE COMMENTS

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on lovely language competence, it required to current position. Amplify or explain totings given in Section B 1d provide best best for determining utture personnel action. Manner of performance of managerial or supervisory duties and cost constituents in the way of given in the community of a supervisory duties and cost constituents to the same as during the Officer's duties remained the same as during the Officer's faction C attach a reported when of paper.

This officer's duties remained the same as during the Officer rating period and he has continued to discharge with the same high degree of effectiveness, industriousness and cheerful Nessur, Now that he has been under my supervision for 16 months, I find my first impressions - reflected in last year's fitness report - confirmed to the effect that subject is a strong officer possessing all the necessary qualifications for exceptional growth potential.

In dealing with Branch personnel, who often are senior to him in grade, age and experience, subject conducted himself with great tact and discretion, yet with sufficient firmness to achieve the desired results. In reviewing the PI projects of the Division he has demonstrat ed that he has a good sense for values, an appreciation of counterintelligence and security factors and a proper degree of cost conscious ness.

Subject did an excellent job at the staff level and has kept well on top of a very heavy paper flow. He is well-disciplined in his personal and working habits without losing his sense of humor, inquisitiveness and enthusiasm. All in all, a very fine fellow to have next to you.

SECTION D	CERTIFICATION AND COMME	NTS -
	BYEMPLOYEE	
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31 January 1967	C/WH/PI	Thomas Polgar
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OMMENTS OF REVIEWING OFFICIAL		
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3 February 1967	WH/EXO	D. C. Marellus

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		PORTING PER			
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others doing similar work as to warrant special r	y		and in con	iparison to the s	erlormance of
SPECIFIC  at up to six of the most important specific duties performed durin  meer in which employee performs EACH specific duty. Consider	C DUT	IES Jacob	Tanak.		
th supervisory responsibilities MUST be roted on their obility in a ciric outy, No. 1  Assists C/WH/FI in providing and guidance to FI/CI activities in a ciric outy No. 2	40.				
Reviews and analyzes PI/CI prorepares comments, based on his finding the Division.	roje Ings	ts in W	i Divi	sion and or office	PATING LEFTER
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On basis of continuing review alls attention to actual or potentia	/ Of	operation	nal ti	raffic,	LETTER
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I a capacity which	required not c	ontv intellige	nce and a knowle	dan äf
I operational proce	dures, but als	o a vood meas	ure of tact and	Domonation
I in dealing with B	Branch Dersonne	l senior to h	im in rank and c	Ynord ones."
Mr. Keenan adapte	d himself to t	he requiremen	ts of this again	nment to our
Combiete satisiac	tion.			
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permitted nis dom	estic responsi	bilities to i	nterfero with hi	a official
duties. His peri	ormance on tem	porary duty i	n the Dominican	Republic
merits special re	cognition.			
The natur	e of a Headqua	rters staff a	ssignment preclu	des specta-
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## HARRATIVE COMMENTS

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Mr. Keenan has been only a month on the job hum bas wortched in so vigorously that he has made a more definite impression than would ordinarily be given one in a month's time. The work here and the cases he has been dealing with are unfamiliar to him but I have found him very quick to absorb a briefing, able to ask the right and most searching questions, and fast at absorbing the key elements of a case

and defining the "problem" from reading of a case file.

He is in the process of learning his present job but he is learning quickly and I have developed a feeling of confidence in passing things to him to "look at" or to do. I have not seen enough of his writing to make a judgment of his analytical ability or of the

clarity with which he can put ideas forward.

He has a good manner, is energetic, responsive, and bright, and his attitude is thoughtful and perceptive. I would assume that he would be a year or so in his present position and his assignment after that should be tied to his next overseas post. I feel he shows the qualities and interest (and has the experience from his time in Mexico) to work against our hard and serious targets: the Soviet and their collaborators of the bloc, and I suggest his future be pointed in that direction. He can learn a great deal about work against these targets in his current position.

SECTION D	CERTIFICATION AND CO	MAINTE
4. 2	BY EMPLOYEE	WMER (3
IC	ERTIFY THAT I HAVE SEEN SECTIONS A. B	
DATE	SIGNATURE OF EMPLOYEE	, AND C OF THIS REPORT
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#### SECTION C

## NARRATIVE COMMENTS

Indicate significant strengths or weaknesses demonstrated in current position keeping in proper perspective their relationship to overall performance. State suggestions made for improvement of work performance. Give recommendations for training, Comment on feweign landurgs completely. It required for current position. Amplify or explain ratings given in Section B to provide best basis for determining future personnel action. Manner of performance of managerial or supervisory duties must be described; if

Subject's duties and responsibilities as an Operations Officer are characterized by managerial and supervisory responsibility for several important operations. Although subject's grade (GS-10) is considerably below that of all other Station Operations Officers, it is noted that his duties, responsibilities and authority are comparable to those possessed by officers with two to four grades higher rank.

Subject is a mature, competent, conscientious and thoroughly dependable officer who always performs his assignments in an excellent manner and willingly assumes responsibilities which are usually associated with officers of higher rank.

Subject does not have any significant weaknesses. His command of the Spanish language is entirely adequate for most operational needs and is continually improving.

Based on subject's personal qualifications, his past performance and his very weighty and important operational responsibilities, it is strongly and urgently recommended that subject be promoted to at least GS-11 and that subject he promoted to at least GS-11 and that

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2.		BY SUPERVISOR	
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#### CONFIDENTIAL

VENORARDUM FOR: Chief, Records & Services Division Office of Personnel

SULJECT

State Department Promotion of

Thomas J. Keenan

1. The Department has informed this office that effective

5 August 1962

subject employee was promoted from

FE3-10, \$6450 to FSS-9, \$6695.

2. Request this notice be placed in the official folder of the employee concerned.

Chier, Central Cover Group

cc: Operating Component Compensation and Tax Accounts Branch

CONFIDENTIAL

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Subject carries out his assignments with a minimum of supervision and is very willing to accept responsibilities of any type assignment to him.

Subject is rated very highly in Section B of this Fitness Report and this has been done because Subject has earned these ratings in his own right and in comparison with the work done by other Case Officers at this Station.

It is strongly recommended that Subject be given special consideration for promotion. It would be unfortunate for KUBARK to lose a man of this calibre through neglect of his career promotions. In addition to this superior work, Subject is the head of a family of six (§). As a result of his low salary, he is relegated to an inferior standing in the local society, based upon what a man can acquire through his earnings. Subject's contacts and currently high standard operations require that he spend and appear to be making considerably more than he is currently paid by KUBARK, It would seem unreasonable for KUBARK to expect a man of this calibre to make high level contacts and yet not be able to represent himself as a man in the economic level which his responsibilities represent.

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SECTION E NARRATIVE DESCRIPTION OF MANNER OF JOB PERFORMANCE

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Subject is a young, aggresive case Officer assigned in his Called since 3 Pebruary 1960. Prior to his assignment to this post, he was a joir. Subject's greatest strength lies in the fact that he is extremely willing to undertake any task assigned to him regardless of its desireability, difficulty or the project; a time consuming properties. Once given an assignment, Subject requires a minimum of supervision. Subject is especially suited to new assignments because of his adaptability to new circumstances. Subject's worst handlesp is his youth coupled with his low grade in respect to the supervisory responsibilities assigned him. It is believed this person is a good candidate for advancement in view of his outstanding performance at this Station.

It will be noted that Subject is rated very highly in Sections B, C and D. These ratings are well carned by Subject in his own right and are even more pronounced when considered in respect to the performance of other more senior officers at this Station.

SECTION F	CERTIFICATION AND CO	MENTE
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" l'ea	ortify that I have seen Sections A, B, C	D and F of this Report
19 December 1960	SIGNATURE OF EMPLOYES /8/ Thomas J. Keenan	
2.	BY SUPERVISOR	
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OTHER (Specify):		
DATE	OFFICIAL TITLE OF SUPERVISOR	TYPED OR PRINTED NAME AND SIGNATURE
19 December 1960	10/PI	/s/ Frank R. Estancona
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19 December 1960	Chief of Station	/s/Minston M. SCOFT

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# Office Memorandum . United States Government

TO | Director of Personnel

DATE: 3 MAR 1959

FROM : Director of Training

suspect: Summary of JOT Career of Thomas J. Keenan

## 1. Statement of Transfer

Junior Officer Trainee Thomas J. Keenan has been reassigned from the T/O of the JOT Program to the T/O of Wil Division effective 25 January 1959. Following is a summary of the accomplishments of Mr. Keenan while he was a Junior Officer Trainee.

## 2. Basis for Selection by JOTP

Reenan came to the Agency on the JOT Program at OS-7 on 20 May 1957. He received his B.A. in History from Marquette in 1953. He spent four years in the Navy as a Lieutenant. He was a Commo officer, having supervision of thirty men. His high motivation - he turned down an 18 month training program with IBM - coupled with his fine personal attributes, made him appear to be a good JOT candidate.

## 3. Formal Training

After EOD Keenan attended IOC from 27 May to 21 June 1957, receiving two Excellent evaluations. From 24 to 28 June he was on interim assignment in FBID. He attended ITC from 1 to 28 July where he earned three Excellent grades. From 28 July to 23 August he was assigned on an interim basis to hE/Spain. From 26 August to 27 September he was registered in a special TSS course. He gained good ratings. After an interim assignment to the CI Staff for one month Keenan was attached for on-the-desk training to NH/1 on 8 January 1958. In March he entered the Operations Course, where he continued until 7 June. In this course he received four high satisfactory and two medium satisfactory grades.

## 4. On-the-Deak Fraining

Cn-the-desk training for Keenan in MM/1 was largely as assistant to the desk CS and FI Officer. In January 1959 he took over as Chief of the Costa Rican desk.

#### 5. Evaluation of the Subject's Training

Keenan's evaluations in formal training have been uniformly commendatory. The ITC instructors found that "although he was a bit slow in adjusting to the requirements of the course, during the last two weeks he showed definite progress...his final briefing was excellent...pleasant young man, interested and cooperative...gives promise of being a sound intelligence officer". In the CC his work was good - "performance was highly satisfactory...in face-to-face practical exercises he was effective...acquired a highly satisfactory understanding of the various kinds of Agency operations, revealing a particularly thorough knowledge of CI concepts and methods".

On the desk he proved to be "intelligent, alert, conscientious...enthusiastic and imaginative...gets on well with his co-workers and takes a healthy point of view toward his assignments. His motivation is high.

#### 6. JOTP Opinion of the subject.

Keenan has always made a good impression. He has worked diligently, has made for the smooth operation of the Program, and has received commendation from his supervisors on the desk. It will be very surprising if Keenan does not prove to be a solid, effective officer who will make good progress in the Clandestine Services.

Matthew Band

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#### ADMINISTRATIVE - INTERNAL USE ONLY

## TRAINING REPORT

## OFFICE OF TRAINING

## PUNCTIONAL TRAINING DIVISION

This certifies that Thomas J. Keenan (CCOON) has completed the two day Equal Employment Opportunity (EEO) Seminar for Supervisors held 28 - 29 March 1977. At the conclusion of this two-day session, each participant will be able to describe the following:

- a) The EEO Program and reasons for its existence;
- b) A supervisor's responsibility in implementing the program;
- c) The procedures for processing EEO complaints;
- d) The Agency's past record and the Agency's Affirmative Action Plans; and
- The significance of Upward Mobility, Federal Women's, and Hispanic Programs in the overall EEO Program.

FOR THE DIRECTOR OF TPAINING:

DONALD R. HEADY Course Administrator

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Remarks

Please add my thanks to Mr. Keenan for a job well done.

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## DEPARTMENT OF THE ARMY US ARMY WAR COLLEGE CARLIBLE SHRACKS, PENNSYLVANIA 17013

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Office of the Commandant

3 JUN 15

Mr. George Bush
Director
Central Intelligence Agency
Washington, DC 20505

Dear Mr. Bush:

I am pleased to report that Mr. Keenen, Central Intelligence Agency Civilian, was among those who successfully completed the course of instruction at the US Army War College during Academic Year 1976 and was awarded a diploma.

This report is my evaluation of Mr. Thomas J. Keenan during his attendance at the US Army War College from 4 August 1975 to 7 June 1976. Attendance at the US Army War College is based on a highly selective process, and only a very small percentage of all those eligible is chosen. The evaluations herein are made in relation to this outstanding group of individuals. No attempt is made to distinguish between graduates on a rank order basis.

Mr. Keenan was one of eight civilians (three from the foreign affairs community) in a class of 227. This total includes 187 Army, 16 Air Force, ten Navy, and six Marine officers of colonel or lieutenant colonel or equivalent Navy rank.

In a class structure such as that outlined above, the task of the civilian student at the USAWC is an especially challenging one. Working in an area outside his normal milieu, his was a dual responsibility. On the one hand, he had to acquaint himself in considerable detail with the military aspects of national security with which, in most instances, he has had relatively little, if any, previous experience. To accomplish this requirement, he did extensive background research in the areas of military policy, military atrategy, and defense management to keep abreast of his professional military colleagues. On the other hand, his foreign policy expertise was in heavy demand by his military colleagues. In consequence, his contribution to various international relations aspects of seminar group efforts tended to be disproportionately large: Moreover, as the sole civilian voice in a seminar group of fourteen highly experienced military officers, he also ensured that adequate weight was given.

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Office of the Commandant Mr. George Bush

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to civilian viewpoints in the group's discussions. Much, therefore, depended on his ability to develop rapport with his military colleagues and on his intelligence, knowledge, skill and persuasiveness. In a very real sense he was a teacher as well as a student.

Among the objectives of the curriculum is enhancing the competence of selected officers to assume command and leadership responsibilities and to function in key staff assignments in major Army, joint, and combined headquarters and in planning and policymaking positions at the seat of government. To achieve this and related objectives, the curriculum consists of three major segments: The Common Overview, the Electives Phase, and the Military Studies Program. The Common Overview segment includes four courses: The United States and the World Environment, Command and Management, Strategic Military Studies, and the Military Strategy Seminar. In the Elective Phase, students take at least four elective courses out of an offering of 54 courses. The large number of selections provides an opportunity for students to tailor the curriculum to meet professional needs. Participation in the Military Studies Program is optional and can be substituted for one or more electives, depending on the scope of the research subject selected. In addition, the ten-month curriculum includes voluntary programs and field trips.

Nr. Keenan acted as assistant seminar group chairman in the core curriculum course entitled, "The United States and the World Environment." He and one other student edited the final seminar report, and he wrote that part of the report dealing with US policies in the Western Hemisphere, including an excellent treatment of the Panama Canal negotiations. Mr. Keenan was also assistant seminar group chairman during the "Strategic Military Studies" course, and again his facile pen was put to good use on the editorial subgroup. His calm, steadying approach to issues won the respect of his military colleagues, and his extensive knowledge of Latin America was particularly valuable to the group's deliberations. In the "Military Strategy Seminar," Mr. Keenan proved himself an excellent student of strategy and an articulate, well-prepared debater in the seminar discussions.

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Since the vast majority of the Army War College student body live together on the post, a very important part of the overall War College experience is the social and extracurricular interaction which takes place outside the lecture hall and the seminar rooms. Some civilian students at the Army War College need considerable time to adjust to the military subculture, but Mr. Keenan enjoyed a relaxed camaraderic with his military colleagues

Office of the Commandant Mr. George Bush

from the beginning. Somewhat quiet and reticent by nature, Mr. Keenan nonetheless was enthusiastic about the College's many offerings in his own low-keyed way. This soft-spoken demeanor masked a tough competitor, whether it was in seminar discussions or on the tennis courts, where he was a member of the Army War College team. Clearly, he was popular with his classmates and respected by them for his professional attainments and his personal qualities.

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Mr. Keenan's demonstrated capacity to work effectively and cooperatively with officers of the military services and other civilian agencies would, I hope, be factored into the consideration of his onward assignments.

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Sincerely,

DeWITT C. SMITH, JR Major General, USA

Commandant



## DEPARTMENT OF THE ARMY US ARMY WAN COLLEGE CARLISLE BARRACKS, PENNSYLVANIA 17013

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Office of the Commandant

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Mr. George Bush Director Central Intelligence Agency Washington, DC 20505

Dear Mr. Bushi

I am pleased to report that Mr. Kecnan, Central Intelligence Agency Civilian, was among those who successfully completed the course of instruction at the US Army War Gollege during Academic Year 1976 and

This report is my evaluation of Mr. Thomas J. Keenan during his attendance at the US Army War College from 4 August 1975 to 7 June 1976, Attendance at the US Army War College is based on a highly selective process, and only a very small percentage of all those eligible is chosen; the evaluations herein are made in relation to this outstanding group of tank order basis.

Mr. Reenan was one of eight civilians (three from the foreign affairs community) in a class of 227. This total includes 187 Army, 16 Air Force, ten Navy, and six Marine officers of colonel or lieutenant colonel or equivalent Mavy rank.

In a class structure such as that outlined above, the task of the civilian student at the USAWC is an especially challenging one. Working in an area outside his normal milieu, his was a dual responsibility. On the one hand, he had to acquaint himself in considerable detail with the military aspects of national security with which, in most instances, he has had relatively little, if any, previous experience. To accomplish this requirement, he did extensive background research in the areas of military policy, military strategy, and defense management to keep abreast of his professional military colleagues. On the other hand, his foreign policy expertise contribution to various international relations aspects of seminar group efforts tended to be disproportionately large. Horeover, as the sole military officers, he also ensured that adequate weight was given

Office of the Commandant Mr. George Bush

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to civilian viewpoints in the group's discussions. Huch, therefore, depended on his ability to develop rapport with his military colleagues and on his intelligence, knowledge, skill and persuasiveness. In a very real sense he was a teacher as well as a student.

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DeWITT C. SMITH, JR . Major General, USA

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umbent is a quiet, low-key, but highly energetic and competent professional officer in his chosen field. He has discharged the responsibilities of his first more or less independent command in an outstanding way. His manner is always crisp and efficient, and as nearly as I can determine, he runs a tight ship while at the same time commanding both the affection and respect of his staff. His manner towards me has invariably been responsive and supportive. Given the inherent difficulties of the relationship, I have deliberate ly put pressure on him from time to time to determine his reactions. As a result, I am confident he has been fully candid with me and has shared any information which might be relative to my concerns and activities. We have been passing through a particularly difficult phase in Jamaican-US relations, in which the slightest misstep by any US Government agency, but particularly by the incumbent and his people, could have been seized upon to possibly embarrass this mission and the US Government. The incumbent has been sensitive to these dangers, has consulted with me at every turn and has taken whatever steps are possible to reduce the risk while still meeting basic requirements.

Beyond his professional specialty, the incumbent has been an important part of our Embassy family. As a monter of the Country Team, he has always offered his views when asked if he felt he had a contribution to make, and I have often found them to be most helpful. He has also served as the mission's representative on the Board of the Priory School which most mission children attend. As such, he has made an

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BECKET - ROLL CHOUSE

important contribution to the morale and well-being of the Embassy family and American community. Both he and his family have invariably been forthcoming with regard to community projects, and they will be sorely missed.

I expect that the incumbent will benefit from his year at the Army War College, and anticipate that he will be ready for assignments of substantially greater responsibility thereafter. I would hope he would be given serious consideration for promotion to the next higher grade as an early opportunity, and I have little doubt that he will eventually rise to the highest professional levels of his agency. It would give me pleasure to work with him again.

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I will have served continually in the field for over eight years upon completion of my present tour. In addition, I had a direct transfer to my present post after two years at my previous Station. Therefore, my family has had little exposure to the U.S. for some time. I would appreciate a tour in the U.S. in order to reorient my children to the educational environment and general lifestyle of their native land during

Chief of Station with responsibility for liaison age years.
with senior level of local service, as well as with Country Team and other representatives of U.S. Government agencies. Direction of Station's operations and administrative functions. Running of unilateral operations particularly against Chinese, Cuban, and local government targets.

TRAINING DESTRED!

It has been a long time since I have had any kind of extensive BKHERALD sponsored training. I would like a senior seminar type exposure in order to broaden my professional knowledge of current challenges facing BKHERALD and the nation.

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#### SERVICE ABROAD AGREEMENT

#### 1. GENERAL

IT IS UNDERSTOOD THAT YOU AGREE TO SERVE THE PERIOD OF SERVICE ABROAD PRESCRIBED IN SECTION II BELOW AND THAT THE GOVERNMENT IS DULIGATED TO RETURN YOU. YOUR DEPENDENTS AND YOUR HOUSEHOLD AND PERSONAL EFFECTS UPON THE SATISFACTORY COMPLETION OF THIS PERIOD. YOUR ALLOWABLE EXPENSES WILL BE DETERMINED IN ACCORDANCE WITH AGENCY REGULATIONS.

IF YOU TERMINATE YOUR PERMANENT ASSIGNMENT OUTSIDE THE CONTINENTAL UNITED STATES BEFORE YOU COMPLETE 12 MONTHS OF CREDITABLE SERVICE FOLLOWING THE DATE OF YOUR ABBITVAL ABROAD, YOU WILL BE REQUIRED TO REIMBURSE THE GOVERNMENT FOR ALL EXPENSES IT INCURS IN THE TRAVEL AND TRANSPORTATION OF YOUR YOUR DEPENDENTS, YOUR HOUSEHOLD AND PERSONAL EFFECTS TO YOUR POST. IF YOU FAIL TO COMPLETE YOUR PRESCRIBED TOUR OF DUTY ABROAD YOU ENTS AND YOUR HOUSEHOLD AND PERSONAL EFFECTS TO THE UNITED TOWN FOR DUTY ABROAD YOU ENTS AND YOUR HOUSEHOLD AND PERSONAL EFFECTS TO THE UNITED STATES. IF, HOWEVER, AGENCY OFFICIAL'S DETERMINE THAT YOUR EARLY DEPARTURE IS NECESSARY FOR OFFICIAL REASONS, OR FOR PERSONAL REASONS OF SIGNIFICANT INTEREST TO THE GOVERNMENT; THEY MAY WAIVE THE REIMBURSE-WHICHEVER IS APPLICABLE.

IF ELIGIBLE UNDER THE TERMS OF HR 20-30. YOU WILL BE GRANTED HOME LEAVE AS SOON AS IT CAN BE ARRANGED AT GOVERNMENT CONVENIENCE AFTER COMPLETION OF YOUR PRESCRIBED TOUR OF DUTY, PROVIDED YOU HAVE SERVED AT LEAST 18 MONTHS OF CONTINUOUS CREDITABLE SERVICE OUTSIDE THE UNITED STATES. HOME LEAVE AND HOME LEAVE TRAVEL ARE CONTINGENT UPON YOUR WILLINGNESS TO RETURN, AND CONTEMPLATION BY AGENCY OFFICIALS THAT YOU WILL RETURN TO SERVICE OUTSIDE THE UNITED STATES IMMEDIATELY AFTER HOME LEAVE OR UPON COMPLETION OF AN ASSIGNMENT IN THE UNITED STATES.

YOU ARE ADVISED THAT ANY MONIES DUE YOU FROM THE GOVERNMENT MAY BE APPLIED IN LIQUIDATION OF ANY INDEBTEDNESS ARISING FROM VIOLATION OF THIS AGREEMENT. YOU WILL BE AFFORDED ALL NORMAL RECOURSE IN APPEALING DECISIONS MADE PURSUANT TO THIS AGREEMENT.

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#### TRAINING REPORT

#### Chiefs of Station Seminar No. 3-71

Participant: Keenan, Thomas

Office: WH

Grade : 14

#### COURSE OBJECTIVES, CONTENT AND METHODS

The purpose of the COS Seminar is to assist newly designated Chiefs of Station, Deputy Chiefs of Station and Chiefs of Base to prepare themselves for their field assignment.

The Seminar is conducted as a series of open discussions with senior officers drawn from the offices, staffs and operating elements of all Directorates of the Agency. The intent is to provoke an exchange of views and sharing of experiences as well as to provide information on current policies, procedures, services and operational goals.

A folder of selected reading material is provided to each pariticpant in advance of the Seminar, which is designated as related reading in preparation for specific sessions in the schedule.

#### ACHIEVEMENT RECORD

This is a certificate of attendance. No further assessment of individual capacity or performance is made in this course.

FOR THE DIRECTOR OF TRAINING:

JUL 1971

C-O. N-F-1-D-E-N-T-1-A-L

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#### SERVICE ABROAD AGREEMENT

#### 1. GENERAL

IT IS UNDERSTOOD THAT YOU AGREE TO SERVE THE PERIOD OF SERVICE ABROAD PRESCRIBED IN SECTION IT BELOW AND THAT THE GOVERNMENT IS OBLIGATED TO RETURN YOU. YOUR DEPENDENTS AND YOUR HOUSEHOLD AND PERSONAL EFFECTS UPON THE SATISFACTORY COMPLETION OF THIS PERIOD YOUR ALLOWABLE EXPENSES WILL BE DETERMINED IN ACCORDANCE WITH AGENCY REGULATIONS.

IF YOU TERMINATE YOUR PERMANENT ASSIGNMENT OUTSIDE THE CONTINENTAL UNITED STATES BEFORE YOU COMPLETE I'S MONTHS OF CREDITABLE SERVICE FOLLOWING THE DATE OF YOUR ARRIVAL ABROAD, YOU WILL BE REQUIRED TO REIMBURSE THE GOVERNMENT FOR ALL EXPENSES IT INCURS IN THE TRAVEL AND TRANSPORTATION OF YOUR YOUR DEPENDENTS, YOUR HOUSEHOLD AND PERSONAL EFFECTS TO YOUR POST. IF YOU FAIL TO COMPLETE YOUR PRESCRIBED TOUR OF DUTY ABROAD YOU ENTS AND YOUR HOUSEHOLD AND PERSONAL EFFECTS TO THE UNITED STATES. IF, HOWEVER, AGENCY OFFICIALS DETERMINE THAT YOUR EARLY DEPARTURE IS NECESSARY FOR OFFICIAL REASONS, OR FOR PERSONAL REASONS OF SIGNIFICANT INTEREST TO THE GOVERNMENT, THEY MAY WALVE THE REIMBURSEMENT OF EXPENSES ALREADY INCURRED, OR AUTHORIZE YOUR RETURN TRAVEL AND TRANSPORTATION.

IF ELIGIBLE UNDER THE TERMS OF MR 20-30, YOU WILL BE GRANTED HOME LEAVE AS SOON AS IT CAN BE ARRANGED AT GOVERNMENT CONVENIENCE AFTER COMPLETION OF YOUR PRESCRIBED TOUR OF DUTY, PROVIDED YOU HAVE SERVED AT LEAST 18 MONTHS OF CONTINUOUS CREDITABLE UPON YOUR WILLINGNESS TO RETURN, AND CONTEMPLATION BY AGENCY OFFICIALS THAT YOU WILL RETURN TO SERVICE OUTSIDE THE UNITED STATES INMEDIATELY AFTER HOME LEAVE OR UPON

YOU ARE ADVISED THAT ANY MONIES DUE YOU FROM THE GOVERNMENT MAY BE APPLIED IN LIQUIDATION OF ANY INDEBTEDNESS ARISING FROM VIOLATION OF THIS AGREEMENT. YOU WILL B AFFORDED ALL NORMAL RECOURSE IN APPEALING DECTSIONS MADE PURSUANT TO THIS AGREEMENT. WILL BE

Thomas J. Keenan	50°
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42 E. Follette Street Fond du Lac, Wisconsi  LATIONSHIP OF MELATIVE AT HOME LEAVE POIN  Father		СОИСИЯ	0.7 €
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Fond du Lac, Wisconsii		СОИСИЯ	
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Fond du Lac, Wisconsii	0 01 0 0 1 0 1 2 1 1	CONCUR- DEPUTY, DIRECTOR  APPROVED DIRECTOR OF PERSONNEL	
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NAMES OF CHILDREN	ADDRESS		95	H DATE	07 818
Mary Margarot			F	6	or 57
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ARE YOU A MEMBER OF THE HORTHWEST FEDERAL CREDIT UNION	COUNTS ARE CARRIED.	TO BANK ING INSTITUTION	HE WITH WHICH YOU HAVE ACCOUNTS AND THE NAMES IN WHICH THE AC-
ARE YOU A MEMBER OF THE ROPENBERT FEDERAL CREDIT UNION X VES 100  IF VES 00 YOU MARE A JOINT ACCOUNTS  MAYE YOU COMPLETED A LAST SILL AND TESTAMENTS VES 100. (41 "Tree" share to desimal footing)  MANY YOU PERPLAMEND AN ASSAULD QUARDS AND TESTAMENTS VES 100. (41 "Tree" share to desimal footing)  MANY YOU PERPLAMEND AN ASSAULD QUARDS AND TOWN CHILDREN IN CASE OF COMMON DISASTER TO BOTH PARENTS  MANY YOU PERPLAMEND AN ASSAULD QUARD QUARD OF THE COMMON DISASTER TO BOTH PARENTS  MANY YOU PERPLAMEND AN ASSAULD QUARD AND ASSAULD OF PRECEDING ITEMS  MANY YOU PERPLAMEND A POREN OF ATTORNEYS VES X NO. (41 "Tree", she possess the poers of attorneys).  ST. ADDITIONAL DATA AND/OR CONTINUATION OF PRECEDING ITEMS  NOTE: Hip brother-in-law, John Walsh has been named executor in both the will of my wife and my will. He is in possession of one copy of our.  Tatest wills. He is witting of my agency affiliation.  RESIDENCE DATA - TO BE CONFIETED ONLY BY EMPLOYEES ENTERING ON DUTY  (No Approved Press; 100)  (FO Ho COMPLETED AN ENGINEER PLACE OF RESIDENCE (32 Me 2) -3)  (FO Ho COMPLETED AN ENGINEER PLACE OF RESIDENCE (32 Me 2) -3)  (FO Ho COMPLETED AN ENGINEER PLACE OF RESIDENCE (32 Me 2) -3)  (FO Ho COMPLETED AN ENGINEER PLACE OF RESIDENCE (32 Me 2) -3)  (FO Ho COMPLETED AN ENGINEER PLACE OF RESIDENCE (32 Me 2) -3)  (FO Ho COMPLETED AN ENGINEER PLACE OF RESIDENCE (32 Me 2) -3)  (FO HO COMPLETED AN ENGINEER PLACE OF RESIDENCE (32 Me 2) -3)  (FO HO COMPLETED AN ENGINEER PLACE OF RESIDENCE (32 Me 2) -3)  (FO HO COMPLETED AN ENGINEER PLACE OF RESIDENCE (32 Me 2) -3)  (FO HO COMPLETED AND ENGINEER PLACE OF RESIDENCE (32 Me 2) -3)  (FO HO COMPLETED AND ENGINEER PLACE OF RESIDENCE (32 Me 2) -3)  (FO HO COMPLETED AND ENGINEER PLACE OF RESIDENCE (32 Me 2) -3)  (FO HO COMPLETED AND ENGINEER PLACE OF RESIDENCE (32 Me 2) -3)  (FO HO COMPLETED AND ENGINEER PLACE OF RESIDENCE (32 Me 2) -3)  (FO HO COMPLETED AND ENGINEER PLACE OF RESIDENCE (32 Me 2) -3)  (FO HO COMPLETED AND ENGINEER PLACE OF RESIDENCE (32 Me 2) -3)  (FO HO COMPLETED AND ENGINEER	State Copartment Cred First Virginia Bank,	it Union. Thoma	as Ja Koonan aret Ja Koonan
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I w	would prefer to continue Operation Officer work but
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second to is laying additiona greater s	y concur in subjects request to return to station for a our. He is the most valuable officer in the station and the ground work for operations that will require an a tour to bring to full fruition. His wish to acquire upervisory responsibilities is not only entirely reasonable able from the WOFIRM point of view. He has already (contd on attached shee
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WH r	ecommends Mr. Keenan be approved for home leave in
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Continuation of FRQ - Jeremy L. NIARCOS - (Section 12)

demonstrated considerable planning and leadership ability which the station has tried to develop by placing him in charge of Soviet and Bloc operations and using him as our informal Chief of Ops. His excellent judgement and professionalism has already earned him the respect and confidence of his colleagues as well as that of COS who values subject's advice greatly.

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## SECRET

# ELECTION, DECLINATION, OR WAIVER OF LIFE INSURANCE COVERAGE FEDERAL EMPLOYEES GROUP LIFE INSURANCE PROGRAM

IMPORTANT AGENCY INSTRUCTIONS ON BACK OF ORIGINAL

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FOLLOW THESE GENERAL INSTRUCTIONS:

• Read the back of the "Duplicate" care

• Fill in BOTH COPIES of the form: T • Do not detach any part.	ype or use ink								
7 FILL IN THE IDENTIFYING INFORMATIO	N BELOW (please print or type):								
AME (lest) (first) (i	middle) DATE OF BIRTH (month, day, year)   SOCIAL SECURITY NUMBER								
KEENAN Thomas John	л Јше 29, 1930 395 26 2991								
EMPLOYING DEPARTMENT OR AGENCY	LOCATION (City, State, ZIP Code)								
MARK AN "X" IN ONE OF THE BOXES B	ELOW (do NOT mark more than one):								
if voii	F OPTIONAL (IN ADDITION TO REGULAR) INSURANCE								
WANT BOTH   Felect the \$1   optional and   v   This optional	0.000 additional optional insurance and authorize the required deductive compensation; or annuity to pay the full cost of the optional insuran								
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(When Filled In)

#### ILPORTINT

Central Processing Eranch has coon charged with responsibility (OP. 20-6-1 dated October 1961) for ensuring that all employees processing PC, to the field have reviewed the field version of the Employee Conduct Handbook. You will not be checked out for your proposed travel until you sign the followin; statement and return it to CPB. Your Personnel Officer can provide you with a copy of the Handbook.

## HEROAL HOUL OF UNDERSTANDING

I hereby acknowledge that I have read and understand the contents of Field Fandboo!: 22-h, Employee Conduct, dated 30 July 1962.

('hen Filled In)

COTINE TILL

## ADA MISTARTUE - INTERNAL USE ONLY

27 May 1966

MEMORANDUM FOR: Mr. Thomas J. Keenan

THROUGH : Chief, WH Division

THROUGH : Deputy Director for Plans

SUBJECT : Certificate of Merit

1. The Honor and Merit Awards Board is pleased to notify you that the award named above will be conferred on you in recognition of the excellent service you have rendered this Agency. Security considerations relevant to the award are explained in the attached memorandum from the Office of Security.

- 2. The award will be presented to you at a ceremony to be held in the near future. Members of your family Agency associates and intimate friends who are aware of your Agency affiliation may attend the ceremony, although space may limit the number of guests to be invited.
- 3. A list of guests whom you would like to have attend the presentation ceremony and an indication of any specific time when you could not be present at such a ceremony should be forwarded through your Deputy Director to the Secretariat, Honor and Merit Awards Board, Office of Personnel.

ROBERT M. GAYNOR Recorder Honor and Merit Awards Board

Distribution:

Orig - Addressee

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ASIAMISTRATIVE - INTERMAL USE ONLY

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REPORT OF HONOR AND ME		19 April 1966	e y Z 6
The Honor and Merit Awards Board he	wing constdered a	recommendation that:	
KEENAN, Thomas	John	Position title	<del></del>
GS-12 OFFICE ASSIGNED		Operations Officer	
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Merit to recognize his su	stained superior p	erformance as assistant	
Towns Principal Officer in	DARGIING matters		
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82 *** ******* *******	<u></u>	OBERT M. GAYNOR	

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# MEMORANDUM OF UNDERSTANDING

I hereby acknowledge that I have read and understand the contents of Handbook 2014, Employee Conduct, dated 7 October 1963, and the information brochure for PCS returnees, dated May 1964.

Signature

TOHAS J. KEEL

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- 2. It is strongly recommended that this outstanding young officer be promoted basedictaly as suggested in Section B of the attached report.

Willand C. CERTIS

12 October 1961

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Supplement to Staff Employee Personnel

Action for Integration of Thomas J. Keenen

Effective 6 January 1960

The purpose of this memorandum is to call your attention to existing policies which are particularly material to you while you are integrated and to set forth certain rights and obligations which are incident to your status as an appointed employee. It is hereby agreed and understood that:

- 1. As an employee of this organization, at the present grade and salary of C8-9-\$(135) per annum, you will accept cover employment with another instrumentality of the Government (hereinafter referred to as "your cover facility") effective as of 6 January 1960. You will, insofar as consistent with your basic responsibility to this organization, abide by all the rules, regulations, practices and policies of your cover facility, in order to appear as a conventional member of that establishment. Your appointment to your cover facility is being and salary of \$5540 per annum. You are prohibited, except as specifically authorized herein, from retaining emoluments paid by your cover facility.
- 2. It is understood and agreed that the minimum period of your overseas tour of duty is governed by and coincident with the prescribed tour of duty of your cover organization. Currently, your prescribed tour consists of a period of two (2) years from the date of your arrival at your overseas post of duty. Your assignment may be terminated earlier for the convenience of this organization and the length of your tour of duty, as currently specified, may be unilaterally changed by this organization in order to conform with subsequent changes in the prescribed tour of your cover facility. If you request termination of your overseas assignment solely for your own convenience, unless it is for circumstances that are considered by this organization to be beyond your control or if you are terminated for cause under the regulations of this organization before you have completed the minimum period of service prescribed above from the date of arrival at your overseas post of duty, you will not be entitled to return travel or transportation for yourself or your dependents to the United States at Government expense, If you request termination of your oversecs assignment solely for your own convenience, unless it is for circumstances that are considered by this organization to be payond your control or if you are terminated for cause under the regulations of this organization before you have completed one (1) year of service from the date of your arrival at your overseas post of duty, you will be required to reinburge the Government for all of its expenses for your travel and transportation, and that or your dependents, from the continental United States to such everyeas post of duty.

- 3. Travel to your post of duty overseas and your return travel to the United States; as well as travel performed overseas which is consistent with your cover designation, will normally be at the direction of your cover facility. Such travel will be accomplished in conformance with applicable regulations of your cover facility except when you are directed for operational reasons to perform travel in accordance with the regulations of this organization.
- 4. Salary and (except as provided in paragraph three (3) above) allowances paid by your cover facility shall be retained by you to the extent that they are less than or equal to the salary and allowance payments due on the basis of your grade level with this organization. If such cover payments are less than the amount due, the difference will be credited to your payroll account with this organization. If such cover payments exceed the amount due, the overage will be remitted to this organization at designated intervals, presently

 Computations hereunder will be made on the basis of the aggregate gross due and received provided, however, that in computing remittances for overage Federal and, if applicable, District of Columbia income taxes withheld by your cover facility against the overage may be deducted. To assure timely accuracy in your payroll account with this organization you are expected to immediately report cover facility payroll changes.
- 5. Your status as an employee of this organization will continue in full force and effect during your period of duty with your cover facility and you will continue to be entitled to all rights, benefits and emoluments of such status. Certain variations in procedure will be required, however, to preserve the security of your cover position.
 - a. Upon integration into your cover facility, you will continue to be covered by the provisions of the Civil Service Retirement Act, as amended, and at your personal expense you will be subject to payroll deductions for retirement purposes (now six and one-half percent) on the basis of your cover salary or your salary from this organization, whichever is the greater.
 - b. If you receive taxable income from both your cover facility and this organization, necessary adjustments for Federal, and if applicable, District of Columbia income tax purposes will be made in conformance with instructions received from this organization.
 - c. Consistent with your cover activity, you will continue to be responsible for compliance with the rules and regulations of this organization.
 - d. You are not assured upon the completion of your period of duty with your cover facility of any status with your cover based on your services performed with that organization at the request of this organization.

A portion of your annual and all of your sick leave which has accrued to your credit at the time of your integration shall be transferred to your cover facility. The remainder of your annual leave will be held by this organization in escrow pending the completion of your integration. If the sum of your accumulated annual leave with your cover facility and this organization exceeds the maximum accumulation entitlement afforded you under the regulations of this organization, the excess will be forfeited. If possible, such forfeiture will be accomplished by reducing the leave credit in your escrow account with this organization. While integrated, you will be permitted annual leave, sick leave, home leave, and leave without pay in accordance with the regulations of your cover facility in lieu of the leave benefits of this organization. Upon completion of your integration, your accrued annual and sick leave will be transferred to your credit with this organization. If security conditions require that your cover facility make a lumpsum payment for accrued annual leave, you will be required to pay the gross amount thereof to this organization including income taxes withheld by your cover facility.

6. You will be required to keep forever secret this agreement and all other information which you may obtain by reason hereof, unless you are released in writing by this organization from this obligation. Violation of such secrecy may subject you to criminal prosecution under the Espionage Laws, dated 25 June 1948, as amended, and other applicable laws and regulations. The termination of your employment with this organization will not release you from the obligation of any security oath you may be required to take.

UNITED STATES GOVERNMENT

Personnel Office

ACCEPTED:

Thomas J. Hechan

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SECRET

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CONTINUATION OF PART II-LANGUAGE ELEMENTS SECTION O. Speaking (43) 1. I SPEAR FIRE TO AND ACCURATELY IN ALL PRACTICAL AND SOCIAL SITUATIONS: I CONVERSE FREELY AND ADIOMATICALLY E SPERE TECHNICA AND ACCURATELY IN SERRE ALL PRACTICAL AND SOCIAL STRUCTIONS: I CAN CONVERSE IN MOST FIELDS 3. I GET ALONE SEETS WELL INSTRUCTIONS OF DATLY LIFE AND TRAVEL AND CAN CONDUCT BOUTINE BUSINESS IN PARTICULAR FIFIDS 4: I MANAGE TO GET ALONG IN THE WOST COMMON SITUATIONS OF DALLY LIFE AND THAVEL. 3. I MAVE NO ABOLITY TO USE THE LANGUAGE IN ANY OF THE ABOVE RESPECTS. SECTION E. Unbrotanting (44) L'UNDESSING NON TECNICAL CONVERSATION ON ALL SUBJECTS, DOTH FACE TO FACE AND ON THE TELEPHONE! I UNDERSTAND NEARLY EVERTOING & HEAR ON THE REDIO AND AT THE MOVIES, PLAYS, AND LECTURES. I UNDERSTAND NON-TECHNICAL CONVENSATION OF HEARLY ALL SUBJECTS, BOTH FACE TO FACE AND ON THE FELEPHONE! I UNDERSTAND WAST OF SHAT, I HEAR OF THE BADTO AND AT THE MOVIES PLAYS, AND LECTURES, INCLUDING MOST JORES AND THORESTAND RESIDENCE ALL CONVERSATION ON TOPICS OF DAILY LIFE AND TRIVEL, BOTH FACE TO-FACE AND ON THE TELE-I UNDERSTAND THE SIMPLEST CONVERSATION, BOTH FACE-TO-FACE AND ON THE PELEPHONES I UNDERSTAND SOME OF SHAP E. I AM NOT REE TO UNDERSTAND THE STUREN LANGUAGE. BERGIE CONTINUING - CHECK PART II TO ENSURE THAT YOU HAVE CIRCLED CHE NUMBER PER SECTION. PART III-EXPERIENCE AS TRANSLATOR OR INTERPRETER (85) 1. I HAVE MAD EXPENSED AS A TANNESTON. I 2. I HAVE HAD EVPANIENCE AS AM INTERPRETEN 3. BOTH OF THE ARRYS STATEMENTS APPLY. 4. HOME OF THE VIEWS STATEMENTS APPLY. PART IN-CERTIFICATION I CERTIST THE INFORMATION ABOVE IS THUC WIN ACCURATE TO THE REST OF MY ENGREDGE AND BELTEF.
THIS CERTISTICATION CONSTITUTES NY APPLICATION FOR A MAINTENANCE ARRON PROVIDED I AM ELICIBLE UNDER THE TERMS OF RECORD ATTOM WO. CR. 37%. PART 15(4). I UNDERSTAND THAT I MUST PASS AN OBJECTIVE VARIABLE PROFILCIANCY TEST BEFORE COMMITTENANCE, AND THAT I MESSACTIVE OF THE DATE OF TESTING. AND ALMITEMANCE PROFILCIANCY TEST BEFORE COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANCE APPROVED BY COMMITTENANC DATE SECRED Staverent " 27 March 1953 : 14.

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THA INIT!O EVALUATION

Operations Course No. 6

I. IDENTIFYING DIFORMATION:

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24 Jun	f Birth: 1930	ECD 1 20 //ay	1957	Orade or		OITIO OTR/JOTP	į.
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II. DESCRIPTION OF COURSE.

The Operations Course runs for sixteen wooks and is designed as an introduction to the basic fundamentals of clander into operations in the field. The course objective is to help the student learn and apply the principles and skills demanded of the field case officer. Emphasis is, therefore, placed on a practical work approach to clandestine tradecraft, agent handling, reporting and project management. The course also provides the student familiarity with the operational programs; i.e., FI, CI and PP, as well as with organizational support pervices.

III. PERFORMANCE PECCIO:

The student's evaluation in the Operations Course is based on his understanding of clandestine operations as well as on his ability to perform field case officer tanks as observed by the staff over a period of sixteen weeks.

The standards set by the Staff for Satisfactory performance are high. Moreover, each Operations Course class is a carefully selected group of mature, intelligent, and able persons. Thus, it should be recognized that a gride of Satisfactory indicates that in the training situation the student understood or applied that subject of instruction in a competent manner.

The preponderance of grades fall within the Satisfactory range.

The performance of this student in each category of grading is indicated on the rollowing page by the stamped X's.

		FAIL	POOR	ION NUD HIGH SAT SAT SAT	EXC	SUP
1,	Agent Acquisition and Management					
. i	Interviewing Cover		100		7. · · · · ·	
	Clandestine Communications		21.6			Traine St. 15
5.	Roporting					[7
6.	Project Management					 [7
7.	Claudestino Sorvius Operations					

Mr. Keenan's performance in the course was highly satisfactory. Clandestine Services Operations were just short of excellent. In face-to-face practical exercises he sas affective, and was one of the best students of the class in a ZO:BI" agenterecruitment exercise. In simpler, controlled interviewing and debricking sessions he was more offective than in exercises requiring more nubtle directing and control of the agent. He developed a good understanding of field procedures, more particularly of project management, where he ranked in the upper one-third of the class. His operational reporting was better than his information reporting which was acceptable, but he made little improvement in it during the course. Mr. Meanan acquired a highly satisfactory understanding of the various kinds of Agency operations, revealing a particularly thorough knowledge of CI concepts and methods. He tied with one other student for the top grade on the CI examinations

FOR THE DIRECTOR OF TRAINING

Child!/Field Training

S-K-C-!LK-T

TRAINING REPORT

CI PARTUANIZATION CON SE No. 1

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	<u>【1995年1964年1967年 日本</u> 美国大学 医二氯基酚 医克雷斯氏 医克里斯氏 医克里斯氏征 医二甲基甲基酚 医二甲基甲基酚 医二甲基酚 甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基	DATES OF COURSE
3	STAFF OR DIVISION	18 - 22 Bovenber 1957
	CAS JOSP	PRESENT POSITION

- I. Course Objectiven: increase awareness of the CI mission in relation to the Clandestine Services and the national security; provide an give theory and practice in CI methods.
- 11. Course Characteristics: The course is intended for junior personnel in the CI field, supervisory personnel who direct the work of CE material is precented by means of lectures, seminars, directed reading, as follows:

 Emphasis is on pathols. Course content is
 - A. Introduction: definition of terms, history and legal authority; CI responsibilities and relationships of DD/F to the intelligence
 - B. Foreign intelligence services: includes brief treatment of liginon
 - C. Mithods: the means of investigating and verifying; includes sources, reporting, records and records exploitation, analysis and
 - D. CI operations: types, basic principles, examples
 - E. Panel discussion (misstions and numbers)

III. Certification of Course Completion

We Economical present throughout the course and submitted all papers required for the practical courseless. Does chowed commentable errors and a good explaining for one with little or as estual experience. He was an attentive listener and assemble pain a good deal from the course.

FOR THE DIRECTOR OF TRAINING

CI Familiarization Course

S-E-C-R-E-T

TSS/PB/TRAINING DIVISION EVALUATION BASIC PHOTOGRAPHY No. 1

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a. Leica							λ	
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Mr. Resman was a bit slow in adjusting to the requirements of the course, bat curing the last two weeks he showed definite progress in his grasp of the production problems. His oral presentations improved steadily, and his final briefing was excellent, both in substance and in presentation. Mr. Keenan is a very pleasant young man, interested and deeparative, and gives promise of boing a sound intelligence officer.

SECRET TRAINING EVALUATION -- INTELLIGENCE ORIENTATION 10 SECTION I ICENTIEVING INCOPULTION NAME OF STUDING Reeman, Thomas J. 27 May - 21 June 1957 DATE OF BIRTH 24 Juno 1930 My 157 76.0 OTR/JOTP PROJECTED ASSIGNMENT OR PREBENT POSTTIO Junior Officer Trainee CHARACTERISTICS OF THE COME This course is presented primarily by lecture and reading; it also includes seminars and discussion periods. Each phase of the course is rated by a single multiple choice test. OBJECTIVES The objectives of the Introduction to Intelligence place are: 1. To develop understanding of the mission and organization of CIA and its role in the intelligence community and the national recurity effort. To develop understanding of the functions of CIA components with responsibilities for intelligence, support and other activities. The objective of the Introduction to Communism phase is to provide a basic understanding of the Communist ideology and of the background; organization, activities and capabilities of the International Communist Movement and the USP. STUDENT ACHIEVEMENT BATINGS The numbers placed in the columns below show how many students received each rating. An asterisk(*) shows the rating this student receives. SUBJECT INTRODUCTION TO INTELLIGENCE O 37 289 INTRODUCTION TO COMMUNISM 1 23 340 SECTION V COMMENTS INDICATE ANY STRONG AND BEAR POINTS OF THE STUDEST, OR ANYTHING THAT HAY HAVE SUILUENCED HIS PERFORMANCE IN THE FOR THE DIRECTOR OF TRAINING TASTOUCTOR/COMMUNISM PRASE

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SEC. II. WORK EXPERIENCE

1. State the nature of duties performed with this organization, starting with your present position. Approximate dates (month and year) are sufficient.

Use a continuation sheet, if necessary, to adequately describe your duties.

	Description of Duties:
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. II. WORK EXPERENCE (CONTID.)

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experience. List last position first.

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SEC. IV.		

1. List below any foreign countries or regions of which you have knowledge gained as a result of residence, travel or study. Study can mean either academic study, or study of a foreign country resulting from an intelligence, military, commercial or professional work assignment.

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Specialized Knowledge of Area

List specialized knowledge of foreign country such as knowledge of terrain,
coasts and harbors, utilities, railroads, industries, political parties, etc.,
gained as a result of study or work assignment. Include name of employer
or organization.

Country	Type of Knowledge	·	4 1 1 1	<u>. Štere</u>		
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SEC. V. TYPING AND STENOGRAPHIC SKILLS (PRESENT UTILIZATION)

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SEC. VI. LICENSES, HOBBIES, SPECIAL QUALIFICATIONS

	fication such as teachers, pilot, marine, etc.	2. Hobbies: List any hobbies such as sailing, skiing, writing or
		other special qualifications.
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EC. IX. INVENTIONS Describe any devices you have invented as to ty and whether patented.	pe of work for wb	ich intended
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EC. X. TESTS (Within present organization) Describe below the type of tests which you have Type of Test	taken,	Date Taken
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CENTRAL INTELLIGENCE AGENC	(Durces or divisio	Washington, D	.C.
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A. OATH OF OFFICE			
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B. AFFIDAVIT AS TO SUBVERSIVE A	CTIVITY AND AFFILIAT	TION	
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C. AFFIDAVIT AS TO STRIKING AGA	INST THE FEDERAL GI	OVERNMENT	
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20 May 1957	\mathcal{M}	1 1	
(Date of entrance on duly)	M. Carrotter	(Pagnature of appointme)	
Subscribed and sworn before me this	20th day of	437	A. D. 19.57
at bashington, D.C.	***************************************		
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This form is to be completed before entrance on duty. Answer all questions. Admitted unfavorable information about such matters as arrests or discharges will be considered together with the favorable information in your record in determining your present fitness for Federal employment. However, a false statement or dishonest answer to any question may be grounds for dismissal after appointment and is punishable by law.

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Ins form should be encured for nothing of direce, pension, any record of recent discharge or arrest, age, cities panifers of family. Also, to establish the identity of the appointee, you should particularly check (1) his signature and against the application and/or other pertinent papers and (2) his physical appearance against the application and/or other pertinent papers and (2) his physical appearance against the medical certificated?

STANDARD FORM 144

BY AND ARD FORM 104

L. CIVIL SERVICE COMMISSION

FFM CHAPTERS LI, RL AND H STATEMENT OF PRIOR FEDERAL ! ILIAN AND MILITARY SERVICE AND DETERMINATION OF COMPETITIVE STATUS IMPORTANT: The information on this form will be used (1) in determining creditable service for leave purposes and retention credits for reduction in force, and (2) in recording agency determination of competitive status. The employee should complete Part I and the Personnel Office should complete Parts II through V. PART L-EMPLOYEE'S STATEMENT PART II THIS COLUMN IS FOR PERSONNEL OFFICE USE I. NAME (Last, Bret, middle initial) & DATE OF BIRTH P. RETENTION GROUP KEENW THOMAS 29 June 10. A. CSC STATUS TYPE HO LIST THE FOLLOWING INFORMATION CONSTRUING ALL FEDERAL AND DISTRICT OF COLUMBIA SERVICE YOU HAVE HAD PRIOR TO YOUR PRESENT APPOINTMENT (Do not include military envice.) B. TYPE OF PRESENT MAME AND LOCATION OF AGENCY II. SCRVICE YEAR DAY YEAR MORTH NAV YEAR DAY LIST PERIOD: OF ACTIVE SCRIVICE IN ANY BRANCH OF THE ARMED FORCES OF THE UNITED STATES: IF YOU HAD NO ACTIVE 2011 BRANCH DAY YEAR Active MONTH DAY UNU 12 1956 NOU HOW. 01 S. DURING PERIOUS OF EMPLOYMENT SHOWN IN ITEM 3. DID YOU HAVE A TOTAL OF NORE THAN 6 MONTHS ABSENCE DURING FERIOUS OF ERFORMENT STATES STATES STATES STATES DURING ANY ONE CALENDAR YEARS YES YES WITHOUT PAY, INCLUDING PERIODS OF MERCHANT MARINE SERVICE, DURING ANY ONE CALENDAR YEARS YES 12. TOTAL SERVICE IF ANSWER IS "YES." LIST FOLLOWING INFORMATION: 13. NONCREDITABLE SERVICE (Leave purposes only) (LWOP, Fuel, Sup, AWOL, Mar Mar) FROM TOTAL. YEUR MINON DAY MONTH'S DAYS A NONCREDITABLE SERVICE 8. DURING THE FEDERAL SERVICE LISTED IN ITEM A DID YOU ACQUIRE A PERMANENT COMPETITIVE CIVIL SERVICE STATUST TYES NO IS REEMPLOYMENT RICHTS Yes," in what agency were you employed at the time status was ecquired?) YES: NO IO. RETENTION RIGHTS 7. ARE YOU: A. THE WIFE OF A DISACLID VETERAN? YES SO.

D. THE MOTHER OF A DECEASED OR USAGE TO VETERAN. YES 100 7119 NO IT. EXPIRATION DATE OF RETEN-C. THE UNREMARKED WIDOW OF A VETERANT TEST TO Q. TO DE EXECUTED BEFORE A NOTARY PUBLIC OR OTHER PERSONS AUTHORIZED TO ADMINISTER OATHS. I swear (or affirm) that the above statements are true to the best of my knowledge and belief. 20 Улу 195 Subscribed and sworn to before me on this 20thtay of ...

INSTRUCTIONS. File this form on the paracrises side of the employee's efficial personnel tolder Immediately before or after the personnel action involved. (OVER)

NOTE: If oath is taken before a Notary Public, the date of expiration of his Commission should be shown.

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: Credit Reference

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 PUTPOSS.
- 2. You are to disregard that portion of the forday morning Personnel ECD Orientation and the Thursday afternoon Security Intraduction which authorizes certain personnel to identify themselves with this Agency, when necessary, for credit, rental agreement, and like purposes.
- 3. You will be advised by your Placement Officer As to the cover information necessary for proper job destification. If at any time cover difficulties are encountered you may arrange an appointment through your Placement Officer to use the Security Officer responsible for your activity.

6. M. STERME

G. H. STIMART

I have read the above and understand that I am not to associate myself with the Central Intelligence Apparey for credit reference or

30 May 1157

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Testing Secrecy Agreement

I shall be perticipating in a testing program administered by the National Security Agency (ULA). I understand that other government agencies, including the Central Intelligence Agency (CIA), are associated with the NSA testing program and that this information is not for public use. Therefore, I agree to the following conditions with regard to this testing:

- 1. I will not divulge or reveal under any circumstances whatsoever any information with respect to testing procedures of CIA. Such information will enable the limited to, the types and contents of tests and quastionnaires, and information disclosed by examiners.
- 2. I will not reveal the fact that CIA is associated with the NSA testing program. I will not mention the name of the Central Intelligence Agency or any part of its program to the examiner or to any other person, including those participating is the testing. (The examiner is not a CIA official.)
- 3. If I am azked by a CIA official whether I have been tested, I will indicate only the date and purpose of the testing.
- 4. If inquiry is made by anyone other than a CIA official, I will give no information waterever about testing procedures. I will not even mention the fact that I sized this agreement.
- 5. If I am asked what government agencies I am being tested for, I will reveal only that I took the ISA tests.
- 6. This agreement is perpetually binding whether or not I am employed by

Signature of Acreement

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Tate 185

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SECRECY AGREEMENT

13 1157s

- 1. I am aware of the fact that the Central Intelligence Agency by reason of the sensitive nature of its work, must observe very strict security measures.
- Lagree to honor the requests of the Central Intelligence Agency relative to my application for employment or rendition of services whether it be accepted or rejected.
- 3. Lagree not to inform anyone that Lam being considered for a position in the Central Intelligence Agency, unless specifically authorized by a representative of the Central Intelligence Agency.
- I agree not to disclose processing procedures I have observed in the Central Intelligence Agency.
- 5. Lagree not to discuss by name or otherwise, any individuals with whom I have talked in the course of my application for employment to the Central Intelligence Agency.

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Office Memorandum · UNITED STATES GOVERNMENT

TO : C/Records & Services Division/OP

DATE: 2 APR 1957

ATTN & Nrs. Anna Phillips ROM : Director of Training

SUBJECT: KKENAN, Thomas John - Confirmation of Request for Action at 08-7

The Medical Office has granted Thomas J. Keenan Full Duty/ Ceneral status. Please confirm the request dated 8 February 1957 to initiate action on Mr. Keenan.

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Virginity Port

CONFIDENTIAL SECURITY APPROVAL

Date: 19 April 1957

TO, Chief, Records & Sarvices Mvision

FROM: Chief, Personnel Office

FROM: Chief, Personnel

Your Refere C-7673 OTR

Case Number: 131718

SUBJECT, REGIAL, Thomas John

This is to advise you of security action in the subject case as indicated below:

Security approval is granted the subject person for access to classified information

Provisional clearance for full duty with CIA is granted under the provisions of Paragraph Dof Regulation 10-9 which provides for a temporary appoint ment pending completion of full security investigation.

The Director of Central Intelligence has granted a provisional clearance for full duty = th CIA under the provisions of paragraph Hof Regulation

Unless the subject person enters on duty within 60 days from the above date, this approval becomes invalid.

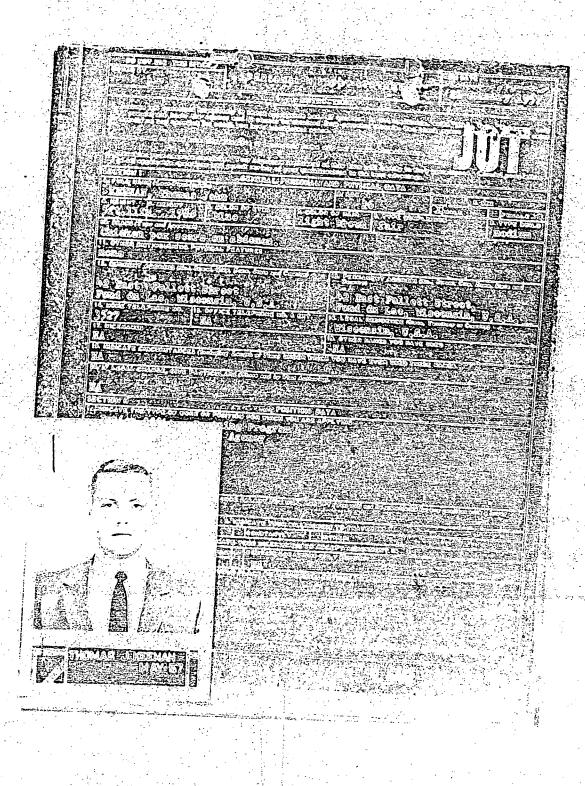
Subject is to be polygraphed as part of EDD procedures.

CONFIDENTIA

FORM NO. 10-101

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